

Monitoring & Evaluation Plan

Mongolia

May 28, 2010



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1. Overview

On October 23, 2007, the Government of Mongolia (GoM) and the Millennium Challenge Corporation (MCC), a United States Government agency, signed a five-year, \$285 million Compact to reduce poverty in Mongolia through economic growth. Annex III of the Compact provided a description of the Monitoring and Evaluation (M&E) Plan for the MCA Program. Millennium Challenge Account – Mongolia (MCA-M) was created as the entity accountable for implementing the Compact activities.

Monitoring and Evaluation (M&E) is essential for a results-based approach to program management. It was a key component of program design and remains incorporated into all facets of the program cycle through program close-out. The purpose of the M&E system is (i) to allow for staff at all levels to continually check if project activities are actually contributing towards the MCC and MCA-M's intended outputs and outcomes and (ii) to assist MCA-M management to adjust the project strategy in order to maximize the MCC and MCA-M's impact.

The M&E Plan serves the following functions:

- Explains in detail how the MCC and MCA-M will monitor the various Projects to determine whether they are achieving their intended results and measure their larger impacts over time through evaluations.
- Outlines any M&E requirements that MCA-M must meet in order to receive disbursements.
- Serves as a guide for program implementation and management, so that MCA-M Management Unit staff, Board members, Stakeholders' Committee members, program implementers, beneficiaries, and other stakeholders understand the objectives and targets they are responsible for achieving, and are aware of their progress towards those objectives and targets during implementation.
- Establishes a process to alert implementers, stakeholders and MCC to any problems in program implementation and provides the basis for making any needed program adjustments.

This M&E plan is considered a binding document, and failure to comply with its stipulations could result in suspension of disbursements. It may be modified or amended as necessary only with the approval of MCC and if it is consistent with the requirements of the Compact and any other relevant supplemental legal documents. Unless otherwise indicated, capitalized terms used but not defined in this opinion have the meaning provided in the Compact.



2. Summary of the Program and Objectives

Mongolia is landlocked between Russia and China, with approximately 2.6 million inhabitants in a territory of 1.56 million square kilometers. Nearly half of the population is concentrated in Ulaanbaatar, its capital, approximately 60 percent is located along the rail corridor between Russia and China, and the remainder is largely dispersed throughout the country. Mongolia's aging transport infrastructure and weak institutions are a significant constraint to economic growth and development, particularly given the pressures of the country's abrupt transition to a market economy, the collapse of financial support from Russia, and the rapid urbanization of what traditionally has been a highly dispersed rural herding society.

The Program is intended to release the potential of certain critical interlocking human, institutional, and physical resources that factor centrally in Mongolia's efforts to broaden and deepen economic development. The Program is expected to have a significant direct impact on individuals living in poverty, and significant indirect and ancillary benefits by creating new economic opportunities and increasing the capacity of individuals and groups to participate fully in and benefit from economic growth.

The Program consists of the Property Rights Project, the Vocational Education Project, the Health Project, the Road Project and Energy and Environmental Project as further described below (each, a "Project"). The direct aim of the Mongolia Compact is to reduce poverty through economic growth in Mongolia as a result of (i) increased security and capitalization of land assets and increase in peri-urban herder productivity and incomes, (ii) increased employment and income among Mongolians, (iii) reduced risk and incidence of premature death and disability from NCDIs (iv) more efficient transport for trade and access to services through North-South corridor and (v) increased wealth and productivity through greater fuel use efficiency and decreasing health costs from air pollution in Ulaanbaatar. As indicated in Annex III of the Compact, an impact evaluation will be designed to assess the extent to which poverty is reduced and economic growth is stimulated as a result of the Program. The Objectives and Outcomes of the Mongolia Compact can be summarized as follows:



PROGRAM LOGIC

Compact Goal

Project Objectives

Poverty Reduction through Economic Growth	<p>Property Rights Project Objective: Increase the security and capitalization of land assets held by lower-income Mongolians, and increase peri-urban herder productivity and incomes</p> <p>Outcomes: (1) Increased land right formalization and (2) optimized peri-urban rangeland carrying capacity and range management</p>
	<p>Vocational Education Project Objective: Increase employment and income among unemployed and underemployed Mongolians</p> <p>Outcome: Improved quality and relevance of TVET System</p>
	<p>Health Project Objective: Reduce the risk of premature death and disability from NCDs and traffic injuries</p> <p>Outcomes: (1) Improved National and local response to NCDI (2) Increased understanding of NCDI prevention, and (3) Increased availability of sound NCDI services</p>
	<p>NS Road Project Objective: More efficient transport for trade and access to services</p> <p>Outcomes: (1) Increased Traffic, (2) Decreased travel times, (3) Decreased vehicle operating costs, and (4) Decreased road roughness</p>
	<p>Energy and Environment Project Objective: Increased wealth and productivity through greater fuel use efficiency and decreasing health costs from air pollution in Ulaanbaatar.</p> <p>Outcomes: (1) Reduced incidence of respiratory-related morbidity, (2) Reduced fuel consumption, (3) Increased energy efficiency, (4) Substitution of wind power for additional coal-fired power generation capacity, (5) improved power quality.</p>



Specific sub-activities for MCC funding were selected based on economic rates of return (ERRs) greater than or equal to the hurdle rate established by MCC of 15%. Further, the monitoring indicators for the Projects are tied closely to the assumptions used in the economic analysis of the Projects. The ERR models can be found on MCC's website as well as more detailed information on each of the Projects.

I. Project 1: Property Rights

a) Property Registration

Objective: Increase the security and capitalization of land assets held by lower-income Mongolians

Estimated ERR: 38.5 percent

Summary of activities:

- (a) Improvement of the Land Privatization and Registration System Activity: MCC Funding will be used to improve the formal system of privatizing and registering land rights.
- (b) Privatization & Registration of Ger Area Land Plots Activity: MCC Funding will be used to privatize and register approximately 75,000 land plots in the *ger* areas of Ulaanbaatar and eight regional centers.

Beneficiaries:

- Approximately 75,000 households in ger areas throughout Mongolia

Institutions Assisted:

- Land offices, General Authority for State Registration (GASR) and related agencies
- Administration of Land Affairs, Construction, Geodesy and Cartography (ALACGaC)

b) Peri-Urban Rangeland Management

Objective: Increase peri-urban herder productivity and incomes

Estimated ERR: 26.6 percent for Darkhan, Erdenet, Ulaanbaatar and 31.6 percent for Kharkhorin and Choibalsan

Summary of activities:

- (a) Peri-Urban Land Leasing Activity: MCC Funding will be used to identify and lease approximately 420 serviced tracts of rangeland to herder groups in the peri-urban areas of Darkhan, Erdenet, Ulaanbaatar, Kharkhorin and Choibalsan

Beneficiaries:

- Around 420 herder groups (representing approximately 1400 households)

II. Project 2: Vocational Education

Objective: Increase employment and income among unemployed and underemployed Mongolians

Estimated ERR: The original estimated ERR was 19.8 percent. However, the assumption that other donors and/or the GoM would invest in new training equipment was unmet, reducing expected ERRs. Although a revised ERR model has not been run, benefits can be assumed to have decreased to a minimum of 12.4% assuming no new benefits. In the opposite direction, anecdotal evidence suggests that salaries facing successful graduates may be higher than previously believed, and benefits of increased productivity to firms and benefits accruing to



graduates of short-term programs need to be added.

Summary of activities:

- (a) Reforms to TVET Policy and Operational Framework Activity: MCC Funding will be used to strengthen the policy and operational framework, to create an efficient governance and standard-setting mechanism, and to secure private sector participation for technical and vocational education and training.
- (b) Creation of Skills and Standards and Competencies System Activity: MCC Funding will be used to establish skills standards and a competency-based qualification training system based on nationally approved units of competency, modules and courses, and to install these innovations in training institutes.
- (c) Competency-Based Training System Activity: MCC Funding will be used to implement the new competency-based training system in TVET schools.
- (d) Career Guidance System Activity: MCC Funding will be used to provide career guidance and employment information services to Mongolians.
- (e) Improvement of Learning Environment Activity: MCC Funding will be used to upgrade equipment and technology in practical training sites of selected TVET schools to support project intervention into the sector.

Beneficiaries:

- TVET students
- TVET graduates, unemployed and underemployed Mongolians
- Population benefitting from labor market system

Institutions Assisted:

- TVET centers and teachers
- Ministry of Education, Culture and Science

III. Project 3: Health

Objective: Reduce risk and incidence of premature death and disability from NCDIs

Estimated ERR: 13.4 percent

Summary of Activities:

- (a) Improved National and Local Response to NCDI: MCA Funding will be used to encourage local and national initiatives to promote healthy lifestyles at workplaces, schools and communities; support policy initiatives to increase NCDI funding, control the use of tobacco and alcohol and other policy and program initiatives. se
- (b) Improved NCDI Knowledge: MCA Funding will be used to increase public awareness of risky behaviors, the need for regular screening and testing and the need to respond rapidly to stroke and other NCDI danger signs. Funding will support the national communication strategy, including awareness campaigns, events and education outreach focusing on youth and adult general, changes in school health curricula and working population (e.g. in workplaces),
- (c) Improved NCDI Service: MCA Funding will be used to increase the availability of sound NCDI services by changing treatment NCD protocols and provider training, mobilizing client demand introducing modern cost-effective procedures, and providing key equipment and supplies.



Beneficiaries:

- 95 percent of the adult population nationwide
- 10 percent of households who do not incur heavy financial and care burden
- 10 percent of girls aged 10-14

Institutions Assisted:

- Ministry of Health and Government of Mongolia
- NCDI health facilities, health institutions, schools, workplaces

IV. Project 4: NS Road

Objective: More efficient transport for trade and access to services

Estimated ERR: 17-19 percent (depending upon financial risks)

Summary of activities:

- (a) Choir-Sainshand Road: MCC Funding will be used to construct an all-weather road from Choir to Sainshand.
- (b) Bayanzurkh Bridge and Road: MCC Funding will be used to rehabilitate the existing Bayanzurkh bridge, construct a new bridge near the existing Bayanzurkh bridge, and rehabilitate the road from Ulaanbaatar to Nalaikh.

Beneficiaries:

- Choir-Sainshand Road Activity: 168,900 people over 20 years
- Ulaanbaatar to Nalaikh Road Activity: 222,700 people over 20 years
- Bayanzurkh bridge: 166,800 people over 20 years

V. Project 5: Energy and Environment

Objective: Increased wealth and productivity through greater fuel use efficiency and decreasing health costs from air pollution in Ulaanbaatar

Estimated ERR:

- a) For the wind park, the ERR for the portion funded specifically by MCC (subsidy and network upgrades) was calculated to be slightly below zero. The entire project has an overall ERR of 14.1 percent. The ERR of the MCC-financed network upgrades considered separately was calculated at 11.3 percent.
- b) For the MCEEIF, MCC hopes to calculate an overall ERR and re-estimate rates for individual products funded by the facility within two years, after additional and more precise information is available on all products to be funded. Thus far, MCC has calculated ERRs for two products. The ERR for ger insulation funded at about \$10 million is calculated at 17 percent. The most recent ERR for stoves funded at about \$7 million are calculated to be between 55 and 246 percent.

Summary of activities:

- (a) Millennium Challenge Energy Efficiency Innovation Facility: MCC Funding will be used to identify the most energy efficient technologies, evaluate and make consumers aware of their benefits, and make available financial incentives so that such technologies can be quickly adopted.
- (b) Wind Activity: MCC Funding will assist in the development and production of the first commercial wind-powered electricity generation facility in Mongolia.



- (c) Public Awareness Activity: MCC Funding will support a broad and comprehensive public awareness campaign, which will increase consumer awareness of: renewable energy; energy efficiency; timeliness and availability of subsidies; and the identity of participating partners.

Beneficiaries:

- 340,000 people in Ulaanbaatar by 2029

Compact Beneficiaries	
Project/Sub-Activity	Number of Beneficiaries
1. Property Rights	
Urban	Up to 75,000 households
Peri-urban	420 herder groups (approx. 1400 households)
2. Vocational Education	Up to 45 VTPCs and 170,000 TVET graduates over the next 20 years
3. Health	Over the next 20 years approximately 1,726,815 people (95 percent of age-group 15-64 ¹) of the adult population nationwide are expected to have a decreased risk for premature death and incidence of NCDIs and an increase of productive years. Approximately 10 % of the households (110,000 households) are expected not to incur heavy financial and care burden from NCDIs.
4. NS Road	168,900 people for the Choir-Sainshand section, 222,700 people for the UB-Nalaikh section and 166,800 people for the Bayanzurkh bridge section over the next 20 years
5. Environment and Energy	340,000 people in Ulaanbaatar by 2029

¹ Mongolian Statistical Yearbook 2009



3. Monitoring Component

Project and Activity performance will be monitored systematically, regularly, and on an on-going basis through the regular indicator tracking system. This analysis allows Directors of MCA-M and MCC to make programmatic adjustments as necessary with the view towards improving the overall impact of the Program.

Annex III of the Compact described the Compact Goal, Objective, and Outcome Indicators. This section of the M&E Plan builds on this information and includes a more defined outline of the plan for monitoring key indicators, including Output and Process Milestone Indicators. In addition, each implementer will monitor the inputs and outputs of each activity in a detailed manner. The M&E Officer in the MCA-M Management Unit will be available for consultation and assistance in setting up each implementer's monitoring plan.

Indicators

Project and Activity level outcomes will be measured by indicators. The Indicator Definition Tables in Attachment A provide a detailed definition of each indicator; unit of measurement, source of data, method of data collection and frequency of data collection.

Baselines and Targets for Performance

The baselines and targets for each indicator are shown in the Performance Tracking Tables in Attachment B. Targets are derived from the initial economic analysis justifying Program investments. Prior to implementation of a specific Activity, all baselines and targets relevant to that Activity should be specified, unless there are exceptions approved by MCC. If necessary, targets may be revised with written approval from MCC.

Disaggregating Data by Gender, Income, and Age

The following indicators can be disaggregated by gender (of individuals or head of household), age, and/or income/consumption and will be reported in this manner to MCC:

Indicators to be Disaggregated by Gender, Income and Age			
Indicators	Gender	Age	Income
Program			
Poverty rate	X	X	
Property Rights Project			
Households accessing bank credit	X	X	X
Income of herder households on long-term lease land	X	X	X
Number of herder groups adopting intensive and semi-intensive farm management techniques	X	X	X
Vocational Education Project			
Annual salary of TVET graduates	X	X	X
Rate of employment for TVET graduates	X	X	X
Students completing newly designed long-term programs	X	X	
Certified vocational education teachers	X	X	



Health Project			
Increased productive years of workforce (DALYs)	X		
Mortality due to road traffic injuries	X	X	
Treatment of diabetes increased	X	X	X
Treatment of hypertension increased	X	X	X

Data Quality Reviews

Data quality reviews (DQR) will verify reported performance data by analyzing the accuracy, reliability, timeliness, and objectivity of performance data. The objective of any data quality review is to verify the quality and the consistency of performance data over time, across different implementers and reporting institutions. Such data quality reviews will also identify cases in which the highest degree of data quality is not possible, given the realities of the data collection circumstances. These assessments will cover data reported from implementers, survey firms hired by MCA-M, and other data sources as necessary, such as the National Statistical Office (NSO), Property Registry Office, Cancer Center and related Government Agencies.

The particular objectives for the data quality reviews will be identification of the following parameters: i) what proportion of the data has quality problems (completeness, conformity, consistency, accuracy, duplication, integrity); ii) which of the records in the dataset are of unacceptably low quality; iii) what are the most predominant data quality problems within each field.

MCA-M will contract an independent data quality reviewer in compliance with MCC Program Procurement Guidelines. The entity responsible for data quality reviews should be hired no later than the end of Year 2 of the Compact. The M&E Officer and other Officers, as appropriate, within MCA-M and the PIUs should also regularly check data quality. In doing so, MCA-M may hire individual data quality monitors to monitor data collection and quality, as needed.

M&E Reports

Periodic Reports from MCA-M to MCC are required by the Program Implementation Agreement (PIA). Periodic Reports are part of a package of reports that MCA-M submits to MCC on a regular basis. MCC's Reporting Guidelines describe the necessary content of these Periodic Reports and their due dates. The guidelines and formats can be found on the web at www.mcc.gov under "Country Tools." Some of those reports include the tracking of on-going "actual" progress of Project and Activity indicators against "targeted" progress. These reports serve as a vehicle by which the MCA-M Management informs MCC of implementation progress, impediments, lessons learned, best practices and on-going field revisions to Project work plans. Periodic Reports will include data on the indicators described in the Monitoring Component and analysis of those data. The analysis will compare the actual results to the indicator targets and determine the reason for deviations from projections (above a certain threshold).

In addition to the regular Periodic Reports, MCA-M will prepare a final report called a **Program Completion Report (PCR)**. The PCR shall be prepared according to guidelines provided by MCC taking into consideration, among other things, the objectives and content of the Impact Evaluation. In addition to normal Progress Report content, the PCR should provide:



MCA-M M&E Plan

- A concise description of the Program from proposal to completion;
- A preliminary assessment of the Program's outcomes;
- Identification of beneficiaries including relevant characteristics, such as gender, age, and income level, and degree of participation (when possible);
- A preliminary assessment of the Program's sustainability--that is, its likelihood to reach the future monitoring targets established as a measure of the projects' sustainability
- Lessons learned.

The Program Completion Report is due at the latest ninety (90) calendar days from the expiration of the Compact.

Information about progress on implementation should be posted on MCA-M's website.

Linking Disbursements to Performance

The Program Implementation Agreement includes the following condition for each disbursement:

“there has been satisfactory progress on the M&E Plan for the Program, relevant Project or Project activity and substantial compliance with the requirements of such M&E Plan”
(PIA, Section 3.5 (b)(v))

Whether or not there has been satisfactory progress on the performance indicators will be analyzed by MCC each time a Disbursement Request is submitted and approval of each request will be conditional on MCC determining that there has been satisfactory progress on the indicators.

In addition, whenever feasible, MCA-M should include performance targets as deliverables against which payments will be made in implementation contracts. In other words, MCA-M contractors should be held responsible for achieving the M&E targets when applicable.



4. Evaluation Component

Evaluation is an essential element of the Mongolia Compact. One of the key features of the MCC's approach to development assistance is its strong commitment to conducting rigorous impact evaluations of its programs, which employ, whenever possible, methodologies that determine whether results can be reliably attributed to MCC interventions. However, in addition to impact evaluations, MCA-M may conduct process evaluations to improve program management and provide lessons learned before the impact can be analyzed.

Process Evaluations

Process evaluations, if undertaken, will assess progress in meeting the Compact goals, objectives and outcomes assist to identifying changes to make the program operate as planned and for program improvement. They will provide early lessons learned and identify significant discrepancies between expected results and actual achievements, including an analysis behind the reasons for discrepancies between actual and projected indicator targets. Process evaluations also typically include qualitative analysis including key informant interviews, focus groups, documentation of dates, processes and participation in activities, and qualitative analysis of curricula (including syllabi, instructional materials, and content), etc.

MCA-M will engage independent consultants to facilitate process evaluations of various Project Activities. These evaluations will be paid for from the Mongolia M&E budget. These contracts are to be developed jointly with project Directors/PIUs, MCC sector experts, and the impact evaluators. The Activities that will undergo process evaluations will be determined jointly by MCC and MCA-M.

The process evaluation will begin from the program planning phase and continue through program implementation. Two main categories of data will be collected. The first data source will be the implementers: MCA-M PIU, Project contractors, Counterpart institutions, Ministries, etc. Data derived from these sources through qualitative analysis of processes and participation in activities will help to determine whether program outcomes are expected in planned way.

The second data source will be interviews and observations of participators or beneficiaries. During the observation, the following questions should be asked:

- Does the process proceed smoothly, or are communications and relations difficult and strained?
- Do participants work together to identify a range of potential strategies?
- What percentage of the intended content or need was covered?
- How many people did the project serve?
- How many hours of staff time and/or what kinds of resources were required by the program?
- Do people return to the project activity or recommend the project to others?

After the observation, if necessary, the interviews with key participants or beneficiaries should be conducted to complement information attained from observation. These interviews should reveal the reactions of participators and beneficiaries to the project implementation, noting their observations about difficulties encountered and associated explanations, as well as suggested solutions. An open-ended format for observations and questionnaires is



suggested so that observers are not limited in their focus.

Impact Evaluations and Final Evaluations

The Program will be evaluated based on the extent to which the interventions contribute to the Compact Goal, which is to decrease poverty through improved economic performance. These impact evaluations are different from process evaluations because they attempt to attribute any observable impacts to the Compact activities. In other words, a comparison group is used to analyze what would have happened without the Program. (The detailed Impact Evaluation Plan is attached.)

MCC will be responsible for contracting the impact evaluators for the Property Rights and Vocational Education Projects; whereas MCA-M will contract the evaluators for the Health Project. It is undecided what type of evaluation will be undertaken for the EEP. The methodologies to be used in the evaluations will be decided upon by the entity responsible for conducting the evaluations based on a prior, agreed-upon statement of work.

Impact evaluations will address the following issues at a minimum:

- Effectiveness of program activities in meeting Compact goals;
- Attribution of measurable outcomes to MCC/MCA-M interventions;
- Reasons behind the success or failure to achieve goals, objectives and targets;
- Unintended results of the program (positive and negative);
- Long-term sustainability of results;
- Re-estimated economic rates of return, comparisons to original estimates, and assessment of differences;
- Lessons learned applicable to similar projects.

Ad Hoc Evaluations and Special Studies

MCC or MCA-M may request ad hoc evaluations or special studies of Projects, Project Activities or the Program as a whole prior to the expiration of the Compact Term to be conducted by an outside entity contracted in compliance with MCC Program Procurement Guidelines.



5. Assumptions and Risks

The Mongolia program logic is based on specific assumptions about the linkages between individual Project Activities and the goal of poverty reduction through economic growth. Assumptions inform the economic analysis (economic rates of return) while risks are external to program implementation, but are likely to affect program success.

Property Rights Project	
<p>Assumptions</p> <p>Improved accuracy and accessibility for recognizing and transferring land rights will help urban land owners to use their land as a marketable asset.</p> <p>Improved rangeland for leasing and supported training on rangeland management will advance livestock herding efficiency and productivity in peri-urban area.</p>	<p>Risks</p> <p>Usage of land as a marketable asset or number of people who was served by the land registration center will depend on land owner's personality, knowledge and entrepreneurial ability.</p> <p>Efficiency improvement on productivity of livestock herding in leased rangeland will not be high due to herders' experience, knowledge and management</p>
TVET Project	
<p>Assumptions</p> <p>Reforms to TVET policy, creation of skills standard and competencies system will help improved quality of TVET system.</p> <p>Capacity building on TVET schools around the country and new curriculum will advance TVET graduates' competency.</p> <p>TVET schools graduates will support the supply of technical labor force and contribute to the construction and production industry.</p> <p>Small grants and project intervention will promote dissemination of best practices and cause the competition among TVET schools</p> <p>Provision of up-to-date equipment, technology and tools and upgrading will enable TVET schools to train graduates who can meet labor market demand after graduation in the long run.</p>	<p>Risks</p> <p>Overall performance of TVET system will not be improved if it lacks Government financing, investment and policy support.</p> <p>TVET graduates' competency will not be advanced if capacity building on TVET and new curriculum fail to be market oriented and meet the demand of the labor market. TVET schools need to have good feedback and cooperation with private sector in labor market.</p> <p>Technical labor force demand will depend on economic circumstances and government policy at the macro level and skills and productivity of graduates at the micro level.</p> <p>Uneven competition between TVET schools to secure Project support.</p> <p>Poor maintenance and care of expensive equipment, technology and tools including theft. Ongoing need for replacement equipment and tools owing to wear and tear and technology developments.</p>



Imported work force in mining and construction sectors will be decreased.

PPPs will develop through involving firms to provide best on-site training and workplace learning practices.

Projected growth in the mining and construction sectors stalls.

Poor pool of eligible firms to compete for competitive grants.

Health Project

Assumptions

Improved system for NCDI prevention will advance hospitals and medical centers to detect and treat NCDI effectively

Adoption of healthy lifestyles and preventive measures to avoid NCDI causes will reduce incidence and extend healthy life expectancy of the labor force.

Improvement on NCDI early detection activity will reduce the NCDI treatment cost and increase recovery rate.

Risks

Performance of NCDI prevention system will depend on the effective application of the experience and knowledge of NCDI professionals as well as adequate Government support (budget for NCDI and public policy)

Significant adoption of healthy lifestyles and preventive measures may take more time than anticipated hence affecting the rate of change in incidence as well as rates of productivity of the labor force in the short-run.

Early detection system may work ineffectively if people do not have desire engage in check-ups and to pursue benefits of early detection.



North-South Road Project	
<p>Assumptions</p> <p>Availability of qualified management staff to manage the Road project</p> <p>Technical assistance activities will improve/support road maintenance system involving state-owned and private companies</p> <p>Cost overruns due to unforeseen events shall be supported by the government.</p> <p>MCA-M performs well enough and complete Road construction work on time thanks to appropriate planning and successful procurement</p>	<p>Risks</p> <p>Design and Construction Results: Poor contractor performance and substandard designs or workmanship due to poor supervision</p> <p>Road Maintenance: Current system may not be adequate for sustainable routine and periodic maintenance of additional new roads, Inconsistent performance by maintenance companies, which are state-owned</p> <p>Increase in costs: Cost overruns due to unforeseen events</p> <p>Work execution: Completing the civil works within the remaining compact period (4 years) may be challenging, particularly in the context of Mongolia (severe climate, remote construction sites, procurement challenges)</p>

Energy and Environment Project	
<p>Assumptions</p> <p><u>MCEEIF</u></p> <p>Significant donor coordination and ongoing activities in the sector will expedite evaluation of a variety of energy efficient products and homes.</p> <p>One size fits all has not worked in the past. Offering a variety of solutions to consumers and an intense public awareness and informational campaign will help maximize participation.</p> <p>Demand is price elastic. Subsidies are expected to amount to the difference between the price of the energy efficient technology and the price of its next closest traditional substitute or more, as supported by market and economic analysis, as an incentive to adoption.</p>	<p>Risks</p> <p><u>MCEEIF</u></p> <p>Insufficient number of products certified in time to use all funding</p> <p>Lower than expected adoption of energy efficient technologies</p>



All ger district residents, both existing and new, will be eligible to receive subsidies. In the case of products (not homes), consumers will sign a consumer participation agreement requiring the trade in or disposal of old product technology.

Investments will lead to noticeable and measurable decreases in emissions reductions

WIND

The wind farm will achieve financial close in December 2009. EBRD and IFC participation will mitigate risk of delayed or non-completion.

GoM agrees to condition precedent to disbursement of subsidies which requires two incremental tariff increases prior to the end of the Compact.

MCC Procurement Guidelines will be followed to procure qualified small works contractors.

Resale of appliances supported outside of UB

Increase in ger area population offsets air pollution gains

WIND

Delay in Wind Farm completion due to delay in finalizing PPA negotiations or construction delays.

GoM does not honor PPA – either does not or cannot purchase power.

Risk on local technical capacity to implement



6. Implementation and Management of M&E

Before beginning implementation of the Projects and Project Activities, MCA-M will orient staff and project implementers on how project performance is to be measured and will provide training necessary to comply with the M&E Plan. MCA-M will also review comments and suggestions from beneficiaries, including the Stakeholders' Committee. MCC and MCA-M may make adjustments to the M&E Plan as needed, provided any modification or amendment of the M&E Plan has been approved by MCC and is otherwise consistent with the requirements of the Compact and any other relevant supplemental legal documents.

Responsibilities

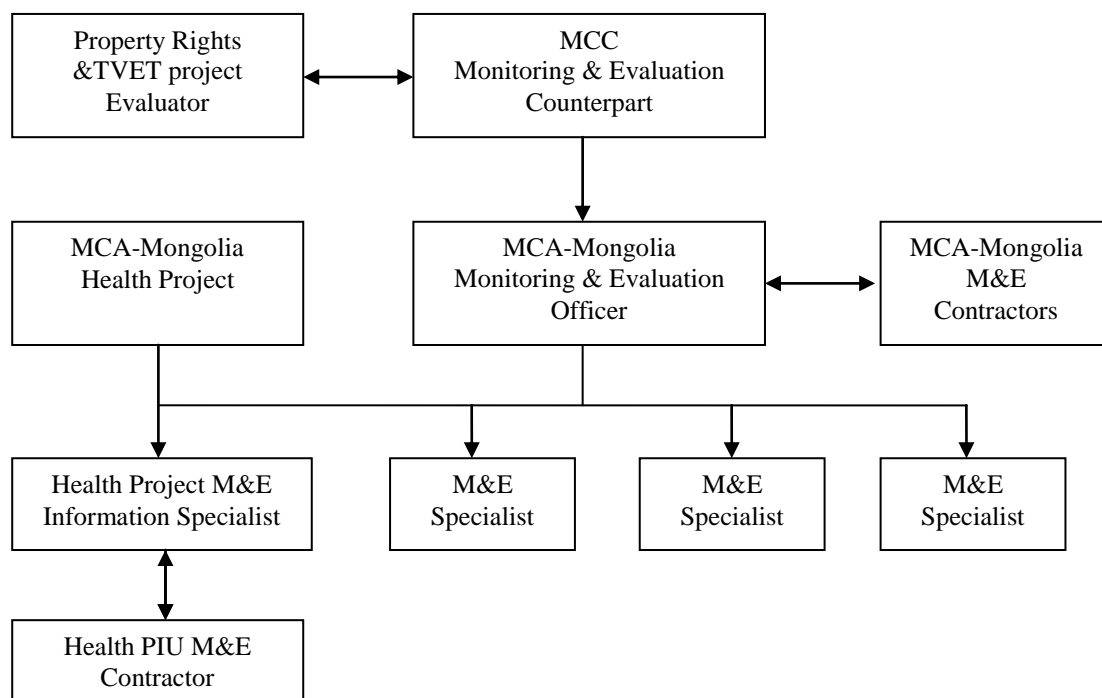
The general M&E responsibilities to be carried out by the Monitoring and Evaluation Officer (M&E Officer) and MCA-M M&E team will include the following:

- Guide the establishment of the M&E system, including data-collection, data-analysis and reporting systems;
- Ensure that the M&E Plan and ERR analysis are modified and updated as improved information becomes available;
- Design the impact evaluation strategy in collaboration with MCC and external consultants;
- Manage the data collection for the impact evaluations;
- Collaborate with the Procurement Officer to prepare and conduct procurement of M&E contracts;
- Ensure that findings are disaggregated by gender, age, and income, as applicable;
- Participate in monitoring through site visits, review of program reports and secondary data;
- Facilitate learning exchanges and information dissemination;
- Organize and oversee regular independent data quality reviews.

MCA-M M&E team will consist of five people: M&E Officer, three M&E Specialists and an M&E and Information Specialist. In addition, a Health M&E Specialist who will work in the Health PIU to monitor the Health project of MCA-M. The overall M&E function will be implemented through MCA-M M&E team, MCC M&E counterpart and M&E independent contractors. The ME Contractor for the Health Project is EPOS. In addition, MCA-M and PIU Directors will have to be integrally involved in the monitoring process to make sure that the M&E information is used to make important management decisions.



MCA-Mongolia M&E team operational structure



Review and Revision of the M&E Plan

The M&E Plan is designed to evolve over time, adjusting to changes in program activities and improvements in performance monitoring and measurement. In the fourth quarter of every year, the M&E Officer of MCA-M and representatives of the MCC M&E Division will review how well the M&E Plan has met its objectives. The review is intended to ensure that the M&E Plan measures program performance accurately and provides critical information on the need for changes in project design. The annual review is intended to ensure that the M&E plan:

- Shows whether the logical sequence of intervention outcomes is occurring;
- Checks whether indicator definitions are precise and timely;
- Checks whether M&E indicators accurately reflect program performance;
- Updates indicator targets, if targets are “TBD” or if projects have changed significantly; and
- Adds indicators, as needed, to track unmeasured results

The M&E Plan will be revised by MCA-M, in agreement with MCC, when the need for change has been identified in the review. The revised M&E Plan will be submitted to the MCA-M Board for approval if changes are substantial and to MCC for acceptance.

The Management Information System for M&E

MCA-M is studying whether to establish and maintain a management information system (MIS) to track program progress and monitor the effect of each activity with timely and accurate reporting. The MIS would be developed and implemented in agreement with MCC.



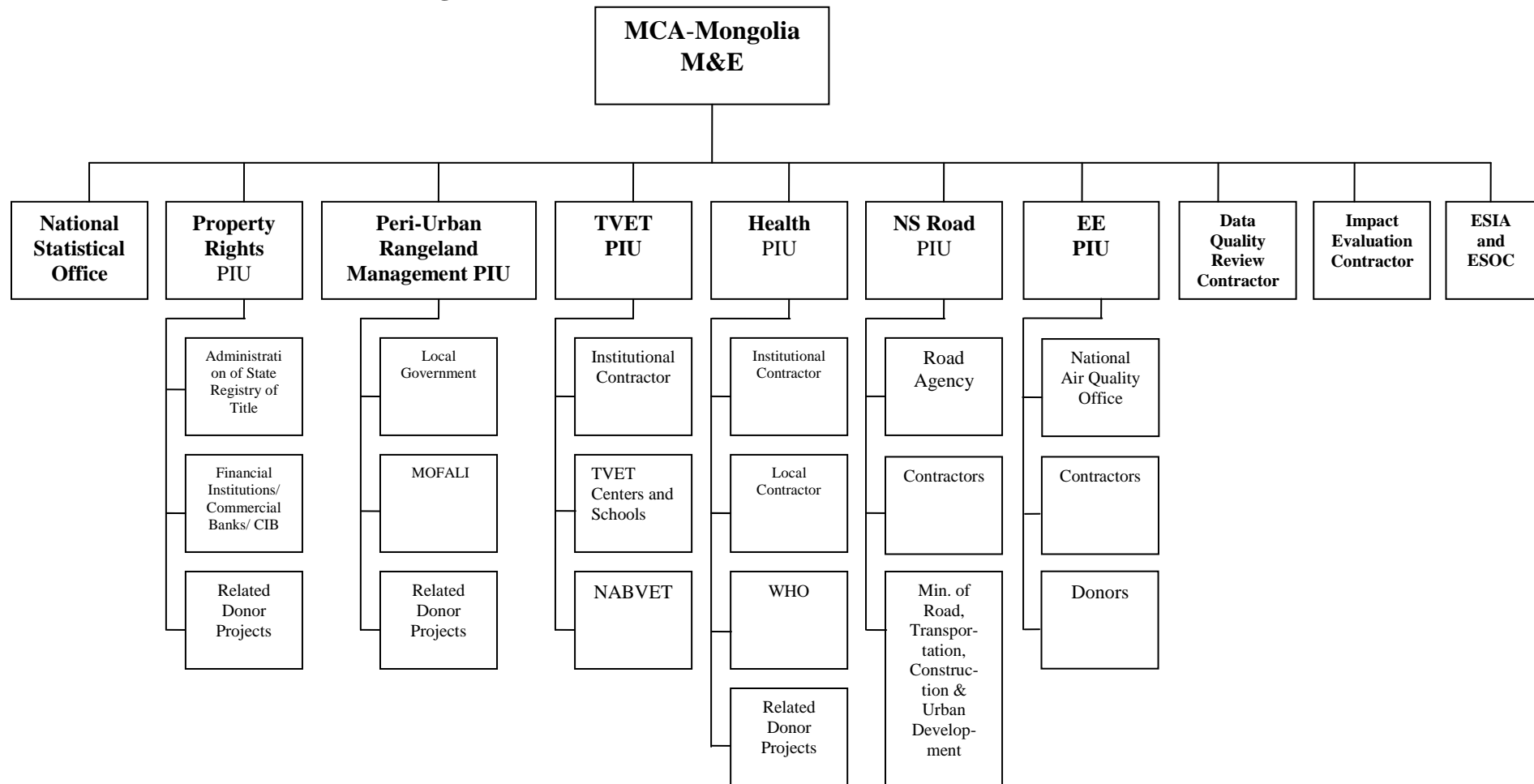
Coordination of M&E Data Gathering

MCA-M will receive data and reports from a variety of institutions, including project implementers, the National Statistical Office and contracted survey firms. The following diagram displays the flow of information from these organizations to MCA-M, and the Indicator Definition Tables in Attachment A outline the information that will be collected and reported by each institution².

² The diagram is meant to depict the flow of information, not the supervisory relationship of the organizations.



Coordination of M&E Data Gathering





M&E Budget

The proposed budget for M&E activities for the five-year term of the Compact is \$8.2 million. The M&E budget does not include the M&E staff of MCA-M or the PIUs, whose salaries and field trips are included in the administrative budget. A summary of the M&E Budget is shown below.

Mongolia: Compact Budget for Monitoring and Evaluation (in thousands of dollars)

	TOTAL
Surveys	
Health Project	1,032
TVET Project	475
Urban Property Right Project	420
Peri-Urban Property Right Project	720
Air / Energy Project	1,500
Road Project	225
Capacity Building	
Survey of Graduates (assistance to school administrations) and MCA-M Capacity Building	266
Data Quality Reviewer	
DQR and DQA (supplemental data quality assurance and review)	425
Management Information System	
Database hardware, software and training	24
Evaluation	
Final Project Evaluations	2,200
Process Evaluations	200
Other Special Studies	713
COMPACT TOTAL	8,201



Annexes

A. Indicator Definition Tables

Compact Goal Indicators						
Program Goal	Indicator	Definition of Indicator	Units	Source/ Responsible Entity	Methodology	Frequency of Data Collection
Poverty Reduction	Poverty Rate	National poverty rate as measured by the National Statistical Office of Mongolia.	Percentage	National Statistical Office (NSO)	Social Economic Survey ¹ (SES)	Annually when available ²
Economic Growth	Gross Domestic Product	National gross domestic product.	Percentage	National Statistical Office	System of National Accounts (SNA)	Annually

¹ Combined survey of Household Income and Expenditure Survey (HIS) and the Living Standards Measurement Survey (LSMS);

² Currently NSO conducts the HIS and LSMS once every 5 years. Recently, NSO has decided to have an annual measurement of the poverty level, but it has not decided which survey will be used yet.



Property Rights Project – Improvement of Land Privatization and Registration System Activity & Privatization & Registration of Ger Area Land Plots Activity

Indicator Type	Indicator	Definition	Data Source/Responsible Entity	Frequency	Units
Objective: Increased capitalization of land assets					
Objective Indicator	Immovable property value of hashaa plots in UB	Average sales price of hashaa plot per square meter in UB.	MCA special hashaa plot survey	Twice (Year 2 and 5)	2007 USD per square meter
Objective Indicator	Immovable property value of hashaa plots outside UB	Average sales price of hashaa plot per square meter in target communities outside UB.	MCA special hashaa plot survey	Twice (Year 2 and 5)	2007 USD per square meter
Objective Indicator	Households accessing bank credit	Number of hashaa plot owners in UB who are using their hashaa plot as collateral	Banks and PIU	Annually (Starting Year 2)	Number
Outcome: Increased efficiency of land registration					
Outcome Indicator	Time to register land (days)**	Total days required to complete all steps in registration process	TBD	Twice (Year 2 and 5)	Number
Outcome Indicator	Monetary cost to register land (USD)**	Total monetary costs required to complete all steps in registration process (including mapping, notary fees, unexpected fees, etc)	TBD	Twice (Year 2 and 5)	2007 USD
Outcome Indicator	Number of Legal and Regulatory Reforms Adopted*	Number of specific pieces of legislation or implementing regulations adopted by the GoM and attributable to compact support. To date, adopted reforms have focused on amendments to existing property and land laws, and on new land tenure laws.	PIU	Annually	Number
Outputs: Increased land right formalization					
Output Indicator	Urban parcels formalized*	Urban land receiving formal recognition by the government of ownership and or use rights through certificates, titles, leases, or other recorder documentation; measured in terms of parcels in urban areas. The formalization process varies by project but can include the recordation or registration of a customary or informal right, as well as the regularization or adjudication of rights. Resolution or mediation of	PIU	Quarterly (Starting Year 3)	Number

* Common indicator



MCA-M M&E Plan

		disputed rights is undertaken by local authorities, and more formal resolution of conflict is channeled to alternative dispute resolution mechanisms or courts.			
Output Indicator	Number of Legal and Regulatory Framework or Preparatory Studies Completed*	Number of finished preparatory studies, including analyses of land administration institutional change, procedural improvement, technical specifications, and social assessments.	PIU	Quarterly (Starting Year 2)	Number
Output Indicator	Stakeholders Trained*	Number of public officials, customary authorities, project beneficiaries and representatives of the private sector, receiving training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies. The curricula, length, method and intensity of training programs vary from compact to compact and may include workshops, seminars, study trips, or courses.	PIU	Quarterly (Starting Year 2)	Number
Output Indicator	Number of Stakeholders Reached*	Number of landholders, private sector and civil society representatives, and public officials reached through public outreach such as workshops and focus groups. Subject matters include land rights, access to land, land law, improvement to land institutions and procedures, land use planning, land markets, and other project-relevant topics.	PIU	Quarterly (Starting Year 2)	Number
Output Indicator	Buildings Built or Rehabilitated*	Number of buildings built or rehabilitated as part of MCC support land activities.	PIU	Annually (Starting Year 3)	Number
Output Indicator	Equipment Purchased*	Value of equipment in US\$ purchased for land, cadastral or registry offices, including IT equipment, office equipment, aerial or satellite imagery, software and geodetic equipment. This indicator also includes the value for rectification of imagery, installation of equipment, and production of a land information system.	PIU	Once	USD millions (2007)
Output Indicator	Urban parcels mapped*	Urban land parcels mapped through field survey and/or use of orthophotography. The mapping process varies by project but may include clarification of property boundaries, demarcation, creation of cadastral records, verification of map by community stakeholders, and creation or updating of map-based land rights inventories and land use plans	PIU and Contractor	Once	Number



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Process Milestones					
Process Milestone Indicator	Legislative and regulatory commission report submitted	Establish 9 member Commission to evaluate the legal, regulatory, bureaucratic and other issues, inefficiencies or obstacles that impact the ability of Mongolian citizen to privatize and register land in relatively efficient and cost effective manner	PIU	Once	Date
Process Milestone Indicator	Building provided for registry office	1500 square meters of structurally and environmentally sound office space provided for the State Registry Central Office	PIU	Once	Date
Process Milestone Indicator	Design for registry office completed	Architectural plan should be completed in conjunction with business process analysis contractor	PIU	Once	Date
Process Milestone Indicator	Awareness and outreach campaign designed	Educating citizens about the importance of registering their hashaa plots and how to use land as an investment vehicle	PIU	Once	Date
Process Milestone Indicator	Satellite imagery procured	Procurement of high resolution satellite imagery for hashaa-plot mapping	PIU	Once	Date
Process Milestone Indicator	Continually Operating Reference Stations (CORS) operational	Continually Operating Reference Stations (CORS) are procured and installed	PIU	Once	Date
Process Milestone Indicator	Registry processes updated and operational	Registry processes are updated	PIU	Once	Date



Property Rights Project – Peri-Urban Land Leasing Activity

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Objective 1: Increased herder household income					
Objective Indicator	Income of herder households on long-term lease land	Net income of herder households on long-term lease land measured by total consumption	MCA peri-urban survey	Twice (Year 2 and 5)	2007 USD
Objective 2: Increased peri-urban herder productivity					
Objective Indicator	Herd mortality rate	Annual mortality rate of cattle	Service provider	Annually	%
Objective Indicator	Liters of milk per cow	Annual average liters of milk per cow on semi-intensive project farms	Service provider	Annually	Liters
Objective Indicator	Kg of mutton per sheep	Annual average meat output (kg) per sheep on semi-intensive farms	Service provider	Annually	Kg
Objective Indicator	Kg of beef per cow	Annual average meat output (kg) per cow on semi-intensive farms	Service provider	Annually	Kg
Objective Indicator	Liters of milk per cow	Annual average liters of milk per cow on intensive project farms	Service provider	Annually	Liters
Outcome: Optimize peri-urban rangeland carry capacity and range management					
Outcome Indicator	Number of herder groups adopting carrying capacity for intensive farm	Number of herder groups having 10.4 cattle per 100 ha (+/- range TBD)	Service provider	Annually (Starting Year 3)	Number
Outcome Indicator	Number of herder groups adopting recommended composition of species for intensive farm	Number of herder groups having livestock is at least 75% cows	Service provider	Annually (Starting Year 3)	Number
Outcome Indicator	Number of herder groups adopting hay making requirement /capacity for intensive farm	Number of herder groups having hay stored at beginning of winter season is at least 180 days of dairy herd requirement.	Service provider	Annually (Starting Year 3)	Number



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Outcome Indicator	Number of herder groups adopting carrying capacity for semi-intensive farm	Number of herder groups having 62.5 sheep unit livestock per 100 ha (+/- range TBD)	Service provider	Annually (Starting Year3)	Number
Outcome Indicator	Number of herder groups adopting recommended composition of species for semi-intensive farm	Number of herder groups having species with 4.4% (24) horse, 8.8% (48) cattle, 48.6% (264) sheep and 38.1% (207) goat (+/- range TBD)	Service provider	Annually (Starting Year3)	Number
Outcome Indicator	Number of herder groups adopting hay making requirement /capacity for semi-intensive farm	Number of herder groups having hay stored at beginning of winter season is at least 30 days of dairy herd requirement.	Service provider	Annually (Starting Year3)	Number
Outcome Indicator	Decreased land degradation**	Grass growth increases per cut of blade of grass at maximum annual growth, forage per hectare, and vegetation levels/types of vegetation on land	Peri-Urban Land Quality Survey	Twice (Year 2 and 5)	Percentage
Outcome Indicator	Number of Legal and Regulatory Reforms Adopted*	Number of specific pieces of legislation or implementing regulations adopted by the GoM and attributable to compact support. To date, adopted reforms have focused on amendments to existing property and land laws, and on new land tenure laws.	PIU	Once	Number
Outputs:					
Output Indicator	Leaseholds awarded	Number of leaseholds signed with herder groups	PIU	Twice (Year 2 and 3)	Number
Output Indicator	Wells drilled on leaseholds	Number of wells drilled in rangeland tracts	PIU	Annually (Starting Year 3)	Number
Output Indicator	Stakeholders Trained*	Number of public officials, customary authorities, project beneficiaries and representatives of the private sector, receiving training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies. The curricula, length,	PIU	Quarterly (Starting Year 2)	Number

* Common Indicator

** New Indicator



MCA-M M&E Plan

		method and intensity of training programs vary from compact to compact and may include workshops, seminars, study trips, or courses.			
Output Indicator	Number of Legal and Regulatory Framework or Preparatory Studies Completed*	Number of finished preparatory studies, including analyses of land administration institutional change, procedural improvement, technical specifications, and social assessments.	PIU	Quarterly (Starting Year 2)	Number
Output Indicator	Number of Stakeholders Reached*	Number of landholders, private sector and civil society representatives, and public officials reached through public outreach such as workshops and focus groups. Subject matters include land rights, access to land, land law, improvement to land institutions and procedures, land use planning, land markets, and other project-relevant topics.	PIU	Quarterly (Starting Year 2)	Number
Output Indicator	Rural Hectares (Ha) mapped*	Rural hectares mapped through field survey and/or use of orthophotography. The mapping process varies by project but may include clarification of property boundaries, demarcation, creation of cadastral records, verification of map by community stakeholders, and creation or updating of map-based land rights inventories and land use plans	PIU	Twice (including expansion)	Ha
Output Indicator	Rural Hectares (Ha) formalized*	Rural land receiving formal recognition by the government of ownership and or use rights through certificates, titles, leases, or other recorder documentation; measured in terms of hectares in rural areas. The formalization process varies by project but can include the recordation or registration of a customary or informal right, as well as the regularization or adjudication of rights. Resolution or mediation of disputed rights is undertaken by local authorities, and more formal resolution of conflict is channeled to alternative dispute resolution mechanisms or courts.	PIU	Year 2 ,3 and 4	Ha
Output Indicator	Repayment Rate by the leaseholder**	Percentage of payments collected from herders on time (disaggregated by peri-urban area and intensive/semi-intensive)	PIU	Year 4, and 5	Percent
Process Milestones					



MCA-M M&E Plan

Process Milestone Indicator	Peri-Urban Rangeland Mapping Contractor GIS Database and Maps submitted to MCA	GIS Database and Maps identifying the land tracts to be leased submitted to MCA by the Rangeland Mapping Contractor	PIU	Twice (including expansion)	Date
Process Milestone Indicator	Legislative and regulatory commission report submitted	To conduct research on legislation of Rangeland leasing and identify the proposed changes	PIU	Once	Date
Process Milestone Indicator	Proposals submitted by herder groups for leasing land (UB, Darkhan and Erdenet)	To identify land leasing criteria and receive herder' application for land leasing from UB, Darkhan and Erdenet area.	PIU	Once	Date
Process Milestone Indicator	Proposals submitted by herder groups for leasing land (Choibalsan and Kharkhorin)	To identify land leasing criteria and receive herder' application for land leasing from Choibalsan and Kharkhorin area.	PIU	Once	Date
Process Milestone Indicator	Herder group selection conducted in Ulaanbaatar, Darkhan and Erdenet	Herder groups will be selected in UB, Darkhan and Erdenet area.	PIU	Once	Date
Process Milestone Indicator	Herder group selection conducted in Choibalsan and Kharkhorin	Herder groups will be selected in Choibalsan and Kharkhorin area.	PIU	Once	Date
Process Milestone Indicator	Training on Legal and Regulatory Changes completed	Contract for training will be awarded, and will have participants including 420 herder groups and local government officials.	PIU	Once	Date
Process Milestone Indicator	Peri-Urban Rangeland Mapping Contractor GIS Database and Maps submitted to MCA (Expansion sites, Choibalsan and Kharkhorin)	GIS Database and Maps identifying the land tracts to be leased for the expansion areas (Choibalsan and Kharkhorin) submitted to MCA by the Rangeland Mapping Contractor	PIU	Once	Date
Process Milestone Indicator	Fencing materials provided in Ulaanbaatar, Darkhan and Erdenet	Contract for vender to provide fencing materials will be awarded.	PIU	Once	Date
Process Milestone Indicator	Fencing materials provided in Choibalsan and Kharkhorin	Contract for vender to provide fencing materials will be awarded.	PIU	Once	Date
Process Milestone Indicator	Wells constructed in UB, Darkhan, Erdenet, Choibalsan and Kharkhorin	Contract for well drilling and rehabilitation will be awarded, and will have 420 wells will be constructed and rehabilitated	PIU	Once	Date



Vocational Education Project

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Objective 1: Increased income					
Objective Indicator	Annual salary	Average annual salary of employed graduates who completed new curriculum one year after graduation	MCA-M&E Survey of graduates	Twice (Year 2 and 5)	2007 USD
Objective 2: Increased employment					
Objective Indicator	Rate of employment	Employment rate of graduates who completed new curriculum one year after graduation	MCA-M&E Survey of graduates	Twice (Year 2 and 5)	Percent
Outcome: Improved quality and relevancy of TVET system					
Outcome Indicator	Non-governmental funding for vocational education	Percentage of non-governmental funding out of all funding for the Ministry of Education, Culture and Science and the Ministry of Social Welfare and Labor vocational education institutions	TBD	Annually (Starting Year 2)	Percent
Outcome Indicator	Legal, financial, and / or policy reforms adopted*	Number of reforms adopted by the public sector as defined in the Compact, Disbursement Agreement, or Program Implementation Agreement (PIA) that increase the education sector's capacity to improve access, quality, and /or relevance of education at any level, from primary to tertiary / vocational.	TVET PIU and its Contractor	Annually	Number
Outcome Indicator	Vocational school graduates in MCC-supported educational facilities*	The number of students graduating from the highest grade (year) for that educational level in MCC-supported educational facilities.	TVET PIU and its Contractor	Annually (Starting Year 3)	Number
Outcome Indicator	Number of students participating in MCC-supported education activities*	Cumulative number of unique students enrolled or participating in MCC-supported educational programs	MCA-M&E from MECS	Annually (Starting Year 3)	Number
Outcome Indicator	Certified vocational education teachers	Percent of total teaching staff which has successfully completed the certification exam	MCA-M&E from MECS	Annually (Starting Year 3)	Percent
Outcome Indicator	Number of instructors trained or certified through MCC-supported activities*	Total number of unique classroom instructors who complete MCC-supported training and/or certification requirements focused on instructional quality as defined by the Compact training activity (e.g. training in improved pedagogical methods, delivering revised curricula, etc.)	TVET PIU and its Contractor	Quarterly (Starting Quarter 12)	Number



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Outcome Indicator	Educational facilities constructed / rehabilitated and / or equipped through MCC-supported activities*	Number of unique educational facilities constructed, rehabilitated, and / or equipped according to standards stipulated in MCA contracts signed with implementers.	TVET PIU and its Contractor	Quarterly (Starting Quarter 11)	Number
Outputs:					
Output Indicator	Percent of active teachers receiving certification training	Percent of active teachers receiving certification training regardless of pass/fail status	TVET PIU	Annually (Starting Year 3)	Percent
Output Indicator	Number of practical training sites upgraded	Number of existing practical training sites upgraded with new technologies under the TVET project	TVET PIU	Annually (Starting Year 3)	Number
Output Indicator	Number of PPP agreements established**	Number of active partnership level agreements established between TVET institutions and employers as a result of PPP grants and grant related activities	TVET PIU/ MCA-M&E School Administration Survey	Annually (Starting Year 2)	Number
Output Indicator	Increased public awareness and perception of TVET benefits**	Understanding of TVET benefits among the general public	TVET PIU and Public Perceptions Survey Contractor	Twice (Year 2 and 5)	Percentage
Output Indicator	Value of signed contracts (\$US) for MCC-supported educational facility construction / rehabilitation and/or equipping*	Value of signed contracts, in US Dollars, for educational facility construction or rehabilitation and/or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, girls latrines, etc.). If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	MCA Fiscal team	Quarterly (Starting Quarter 8)	US Dollars (2007)
Output Indicator	Percent of contracted construction / rehabilitation / equipping works disbursed *	The aggregate amount disbursed divided by all signed contracts for education facility works and/or equipping. Denominator = Value of signed contracts for educational facility works/equipping as defined above. Numerator = Amount of money disbursed on the signed contracts for education facility works/equipping. This is a proxy indicator for physical completion of education facility works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	MCA Fiscal team	Quarterly (Starting Quarter 10)	US Dollars (2007)
Process Milestones					



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Process Milestone Indicators	MOU signed with MECS and MSWL	MOU outlining roles and responsibilities of MECS, MLSW and MCA-Mongolia for TVET project implementation	MCA-Mongolia	Once	Date
Process Milestone Indicators	NCVET established	National Council for Vocational Education and Training is policy-making organization for TVET.	MECS and MLSW	Once	Date
Process Milestone Indicators	TVET legislation passed	New Law on TVET is under discussion by the Parliament. The Law establishes a new national policy framework for TVET.	Parliament of Mongolia and PIU	Once	Date
Process Milestone Indicators	Labor Market Assessment completed	Labor market study will determine Employers' need for skilled workforce and capacity of TVET institutions to meet labor market demand.	Labor market survey Contractor	Once	Date
Process Milestone Indicators	TORs finalized for creating new curricula and for establishing a media support center	TORs for the development of new curricula of 30 trades, based on industrial needs and competency standards.	TVET PIU	Once	Date
Process Milestone Indicators	Inspection and Assessment of equipment and infrastructure improvement needs completed	Selection of the TVET schools of which equipment and infrastructure will be improved.	TVET PIU	Once	Date
Process Milestone Indicators	Public Outreach plan developed	Contract for public awareness and outreach campaign will be awarded.	TVET PIU	Once	Date



Health Project

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Objective Result: Reduced risk of premature death and disability from NCDs					
Measurable Physical Results					
Objective indicator	Prevalence of high salt intake	Reduced sodium intake measured as percentage of samples aged 16 – 64 with reduced sodium content in 24 hr urine sample -	TBD	TBD	Percent
Objective indicator	Prevalence of high blood sugar	Reduced percent of sampled population aged 35 – 64 with measured blood sugar levels above 6.1 mmol/L	STEPS	2013	Percent
Objective indicator	Prevalence of hypertension	Reduced percent of sampled population aged 35 – 64 with measured blood pressure levels above 140/90 mm Hg	STEPS	2013	Percent
Objective indicator	National exposure to nicotine through smoking and second hand smoke	Reduced self reported rate of people exposed to second-hand smoke	STEPS	2013	Percent
Measurable Treatment					
Objective indicator	Treatment of diabetes	Percent of STEPS respondents aged 35 – 64 with high blood sugar reporting to be receiving treatment for diabetes	STEPS	2013	Percent
Objective Indicator	Treatment of hypertension	Percent of STEPS respondents aged 35– 64 with blood pressure above 140/90 mm Hg reporting to be receiving treatment for hypertension	STEPS	2013	Percent
Objective Indicator	Outcomes for stroke and heart attack (in targeted hospitals)	Facility mortality from AMI and stroke reduced	Hospital statistic data from Hospitals 1 and 3	June 2012; June 2013	Percent
Other Results					
Objective indicator	Productive years of workforce	Disability adjusted life-years (DALY) related to NCDs ³	Department of Health (DoH), (starting 2010)	2011; 2013	Percent

³ Measurable changes for DALYs are expected primarily post-compact.



MCA-M M&E Plan

Objective Indicator	Mortality due to road traffic injuries	Traffic related mortality per 100,000 vehicles	TBD ⁴ DoH, MoH, traffic police data	2011; 2012;2013	Rate
Outcome 1: Improved National and Local Response to NCDI					
Outcome Indicator	Budget for NCD	National budget allocated for NCD increased	MoH	2013	Millions of MNT in 2009 real terms
Outcome Indicator	Local government units engaged in NCDI	Aimags and districts with signed commitments for NCDI	MoH	Once in 2010	Number
Outcome 2: Increased understanding of NCDI Prevention					
Outcome Indicator	NCD prevention in schools	Percent of students who had been taught in class in the previous year about the dangers of smoking	GTSS	2012	Percent
Outcome Indicator	Awareness of working population related to NCD prevention	Decrease in percentage of STEPS respondents aged 15 – 64 with three or more risk factors	STEPS	2013	Percent
Outcome 3: Increased availability of sound NCDI services					
Outcome indicator	Treatment of diabetes	Percent of STEPS respondents aged 35 – 64 with high blood sugar reporting to be already diagnosed	STEPS	2013	Percent
Objective Indicator	Treatment of hypertension	Percent of STEPS respondents aged 35 – 64 with blood pressure above 140/90 mm Hg reporting to be already diagnosed with hypertension	STEPS	2013	Percent
Outcome Indicator	Early detection of cervical cancer	Percent of cervical cancer cases diagnosed in 1 st or 2 nd stages	NCC (National Cancer Center) Statistics	Annually starting 2011	Percent
Outcome Indicator	Early detection of cervical cancer	Percent of Mongolian women aged 30 -to 39 who have ever been examined through Pap for cervical cancer	NCC, Project records	Annually starting 2011	Percent
Outcome Indicator	Sound services on NCD	Percent of PHC facilities (FGP and soum hospitals) that offer quality NCDI services ⁵	Project Records FBIS	2011; 2012; 2013	Percent

⁴ These indicators depend on the outcomes and recommendations of the Traffic Injuries Study.

⁵ Quality will be defined in accordance to Quality Standards on NCD prevention and early detection in health facilities (to be developed) and may include appropriate physician counseling of clients and availability of patient education materials.



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Outcome Indicator	Sound services on NCD	Number of workplaces that offer defined package of NCD prevention activities ⁶	Survey; grant reports	2010, 2013	Number
Outputs:					
Output Indicator	Capacity of health staff	Number of health staff received training in NCD	Documentation of trainings FBIS	Quarterly starting 2011	Number
Output Indicator	Availability of specialized care after stroke and MI in UB	Number of staff (doctors, nurses) in stroke and cardiac care units trained in improved approaches	Project Records ⁷	Once in 2011	Number
Output Indicator	Civil society mobilization	Amount of funding for grants awarded for NCDI activities	Annual grants reports Grants MIS Contracts issued by MCA-M	2010; 2011; 2012	US Dollars (2009)
Process Milestones ⁸					
Process Milestone Indicator	First wave of Facility-based Impact Study (FBIS) data collections conducted	Study to identify progress of health facilities' implementation of NCD prevention and early detection measures conducted.	IC (Institutional contractor)	2010	Aug 2010
Process Milestone Indicator	Recommendations on road safety interventions available	Study on road traffic injuries conducted and recommendations developed in consensus with relevant stakeholders.	IC and National traffic working group	Once	April 2010
Process Milestone Indicator	National NCDI communication strategy revised and updated	Strategy on National NCDI communication updated and agreed.	IC and PIU and MoH	Once	May 2010
Process Milestone Indicator	Curriculum for in-service and pre-service training completed	a. Curriculum for in-service and pre-service trainings for medical personnel completed.	IC	Once	Nov 2010
Process Milestone Indicator	Training of trainers for NCDI project activities completed	b. Training of Trainers completed	IC	Once	April 2011
Process Milestone Indicator	Training of trainers for expansion of NCDI project activities to soum-level facilities completed	b. Training of Trainers completed ^d	IC	Once	April 2011

⁶ A defined package of NCD prevention activities to include, at a minimum, visual materials on risk reduction and training of at least four key influential staff (e.g., health staff, management, peer educators).

⁷ This indicator depends on the scope of the project expansion.

⁸ Milestones will be adapted and updated in reference to updated workplan (currently under development).



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Process Milestone Indicator	Grants awarded	a. First Round of Grants announced, potential applicants selected and awarded b. Subsequent Rounds of Grants awarded	IC and PIU	Three times	June 2010, June 2011 October 2012
Process Milestone Indicator	RNA completed	Surveys completed, final reports submitted and accepted	IC	Once	March 2010
Process Milestone Indicator	Training contract awarded	Contractor which organises training country-wide selected and contract awarded	PIU	Once	Oct 2010
Process Milestone Indicator	IEC/BCC contract awarded	IEC/BCC contractor selected and contract awarded	PIU	Once	Oct 2010
Process Milestone Indicator	NCD screening started	NCD screening started country-wide	PIU	Once	June 2011
Process Milestone Indicator	Study Tour Activity Completed	To get best international experiences on NCDI	PIU	Once	Dec 2008
Process Milestone Indicator	IC Contract awarded	Selection of IC will be completed	PIU	Once	Jan 2009



North-South Road Project

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Objective Result 1: More efficient transport for trade and access to services					
Objective Indicator	Vehicle operating cost saving	The VOCs are calculated from a composite of vehicle use costs prices (e.g., parts, wear and tear, fuel consumption, etc.) that are a function of road conditions, to obtain a cost per km to the driver. This is multiplied by traffic volume for total savings.	Roads department survey	Year 5	USD
Outcome 1: Decreased International Roughness Index (IRI)					
Outcome Indicator	Annual Average Daily Traffic	Average number of vehicles per day, over different times (day and night) and over different seasons to arrive at an annualized daily average. (Weighted average across two separate sections, Ulaanbaatar-Nalaikh and Choir-Sainshand/ 35 th RW Crossing)	Roads department survey	Year 5	Number of Vehicle
Outcome Indicator	Decreased International Roughness Index (IRI)	Measure of the roughness of the road surface, in meters height per kilometer of distance traveled. IRI is a proxy for vehicle operating costs. (Weighted average across two separate sections)	Roads department	Year 5	IRI unit
Outcome Indicator	Travel Time	Total time to drive from Ulaanbaatar to Zamiin-Uud (including non-project sections). It is considered in terms of passenger hours during working and nonworking time, and cargo holding hours	Roads department	Year 5	Hours & minutes
Output:					
Output Indicator	Kilometers (km) of roads under design *	The length of roads in kilometers under design contracts. This may include building new roads, modifying existing roads, reconstruction, rehabilitation, resurfacing or upgrading.	PIU	Quarterly (Starting Quarter 8)	km
Output Indicator	Value of signed contracts for feasibility, design, supervision and program mgmt contracts *	The value of all contracts that MCAs have signed with contractors to develop feasibility and/or design studies for systems of roads. If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred.	MCA Fiscal Team	Quarterly (Starting Quarter 7)	USD (2007)
Output Indicator	Percent disbursed for contracted studies *	The aggregate amount disbursed divided by all signed contracts to develop feasibility and/or design studies for systems of roads. Denominator = Value of signed contracts for studies as defined above. Numerator = Amount of money disbursed on the signed contracts for roads studies. This is a proxy indicator for completion.	MCA Fiscal Team	Quarterly (Starting Year 3)	%



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Output Indicator	Value of signed contracts for road works*	The value in US\$ of all contracts that MCAs have signed with contractors for construction of new or rehabilitated roads. If the value of the contract changes, the amount of the change (either + or -) should be reported in the quarter that the change occurred. Cost sharing by others (e.g., co financing by other donors or government) should not be included.	MCA Fiscal Team	Quarterly (Starting Quarter 7)	USD (2007)
Output Indicator	Percent of contracted roads works disbursed*	The aggregate amount disbursed divided by all signed contracts for construction of new or rehabilitated roads. Denominator = Value of signed contracts for roads works as defined above. Numerator = Amount of money disbursed on the signed contracts for roads works. This is a proxy indicator for physical completion of road works. However, since the numerator includes industry standard advance payments and mobilization fees, it does not correlate perfectly with physical progress.	MCA Fiscal Team	Quarterly (Starting Year 3)	%
Output Indicator	Kilometers (km) of roads under works contracts*	The length of roads in kilometers under works contract for construction or rehabilitation. This may include building new roads or modifying existing roads.	MCA	Quarterly (Starting Year 3)	Km
Output Indicator	Kilometers (km) of roads completed*	The length of roads in kilometers on which construction or rehabilitation is complete.	MCA	Quarterly (Starting Year 5)	Km
Process Milestones					
Process Milestone Indicator	Construction contract for Choir-Sainshand road signed	Contract for the construction of Choir-Sainshand road signed	MCA	Once	Date
Process Milestone Indicator	Supervision contract signed	Contract for the construction of Choir-Sainshand road signed	MCA	Once	Date
Process Milestone Indicator	ESIA approved for UB-Nalaik Road Segment	EA/EMP conducted and report received in UB-Nalaikh Road Segment	MCA	Once	Date
Process Milestone Indicator	Design Build Contract Signed for UB-Nalaik road segment	Contract for the design build for the UB-Nalaikh road segment signed	MCA	Once	Date



Energy and Environment Project

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Objective Result 1: Increased wealth and productivity					
Objective Indicator	Household savings from decreased fuel cost	Net change in household annual fuel-related costs. Measurement TBD	Household Survey	Twice	TDB
Objective Indicator	Health costs from air pollution in Ulaanbaatar.	Annual health costs related to ambient air. Measurement TBD	Household Survey	Twice	TDB
Outcome 1: Decreased incidence of respiratory-related morbidity					
Outcome Indicator	Admissions due to respiratory related morbidity	TBD	Hospital Survey	Twice (Year 2 and 5)	TDB
Outcome Indicator	Reduced PM concentration	TBD	Air Quality Agency	Annually	TDB
Outcome 2: Reduced fuel consumption					
Outcome Indicator	Energy efficiency	Fuel consumption per unit of energy, average across target user groups	TBD	Twice	TDB
Outcome Indicator	Raw coal consumption	TBD	Household Survey	Twice	TDB
Outcome Indicator	Fuel cost	Household <u>total</u> average annual <u>heating</u> fuel costs. Measurement TBD.	Household Survey	Twice	TDB
Outcome 3: Improved power quality					
Outcome Indicator	Estimated power loss	TBD	TBD	TBD	TBD
Outcome 4: Increase in capacity from cleaner power generation					
Outcome Indicator	Capacity of wind power generation	TBD	TBD	Twice (Year 2 and 4)	Mega Watt
Outputs:					
Process Milestones					
Process Milestone Indicator	Wind: Substation upgrade procured	Bidding documents issued for substation upgrade.	TBD	Once	Date
Process Milestone Indicator	Wind: GoM establishes tariff increase plan	GoM establishes plan for increasing electricity tariffs that will eliminate the need for subsidies by 2015, including two increments during the compact.	TBD	Once	Date



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Process Milestone Indicator	Wind: Wind farm and upgrades completed	Mechanical completion of the wind farm, fiber optic cable, substation and dispatching system upgrades fulfilling condition precedent	TBD	Once	Date
Process Milestone Indicator	Wind: Operation and maintenance plan(s) for Network Upgrade established	A plan for the maintenance and funding of the Network Upgrades is developed and adopted, meeting the condition precedent.	TBD	Once	Date
Process Milestone Indicator	MCEEIF: Product testing and subsidy setting process adopted	An independent product testing, certification, and subsidy setting process is established and adopted for the facility.	TBD	Once	Date
Process Milestone Indicator	MCEEIF: Issue RFP for MCEEIF Technical Consultant	Consulting firm selected as MCEEIF manager	TBD	Once	Date
Process Milestone Indicator	Public awareness campaign begun	A public awareness campaign addressing the benefits of energy efficiency, availability and amount of the subsidies, and participating partners is designed and campaign begun	TBD	Once	Date



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ESA Team

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Process Milestones					
Process Milestone Indicators	ESOC Contract Start	Start of ESOC operation	MCA-M, ESA Officer	Once	Date
Process Milestone Indicators	Final Rail EIA / EMP	EIA conducted and report received in Rail Project	Rail Project EIA Contractor	Once	Date
Process Milestone Indicators	EA / EMP for Urban & Hashaa Component	EA/EMP conducted and report received in Urban & Hashaa Plot Component	ESOC	Once	Date
Process Milestone Indicators	EA/EMP for Peri-Urban Component	EA/EMP conducted and report received in Peri-Urban Component	ESOC	Once	Date

M&E Team

Indicator Type	Indicator	Definition	Data Source/ Responsible Entity	Frequency	Units
Process Milestones					
Process Milestone Indicators	Peri-Urban Evaluation Design Finalized for Erdenet, UB and Darkhan	Finalized version of Peri-Urban Project Evaluation Design developed and by IPA	MCA M&E Officer	Once	Date
Process Milestone Indicators	Health Evaluation Design Finalized	Evaluation design for the Health project developed and submitted to MCA and MCC	MCA M&E Officer	Once	Date
Process Milestone Indicators	Peri-Urban Evaluation Design Finalized for Choir and Sainshand	Evaluation design for the extended area of Peri-Urban property rights project developed and submitted to MCA and MCC	MCA M&E Officer	Once	Date
Process Milestone Indicators	TVET Evaluation Design Finalized	Final design of TVET project evaluation submitted to MCA and MCC	MCA M&E Officer	Once	Date
Process Milestone Indicators	Special Khashaa Plot Survey contract awarded	Contract signed for Urban property rights project evaluation data collection	MCA M&E Officer	Once	Date
Process Milestone Indicators	Peri-Urban Survey contract awarded	Contract signed for Peri-Urban property rights project evaluation data collection	MCA M&E Officer	Once	Date



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B. Performance Tracking Tables

Goal Indicators

Indicator	Classification Type	Baseline	Year 5 Target	Year 10 Target
Increase in GDP due to Program	Level	US\$3.19 billion	US\$4.63 billion	US\$5.97 billion
Poverty Rate	Level	19.10%	18.40%	17.50%



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Property Rights Project

Improvement of Land Privatization and Registration System Activity & Privatization & Registration of Ger Area Land Plots Activity

Indicator	Units	Classification Type	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target
Objective: Increased capitalization of land assets									
Immovable property value of hashaa plots in UB	USD (2007) per square meter	Level	7.28	7.28	7.28	7.4	7.71	8.23	8.23
Immovable property value of hashaa plots outside UB	USD (2007) per square meter	Level	2.44	2.44	2.44	2.5	2.56	2.62	2.62
Households accessing bank credit (#)	Number	Level	6,400					23,400	23,400
Outcome: Increased efficiency and reliability of land registration									
Time to register land (days)**	Number	Level		TDB	TDB	TDB	TDB	TBD	TBD
Monetary cost to register land** (USD)	USD 2007	Level		TDB	TDB	TDB	TDB	TBD	TBD
Number of Legal and Regulatory Reforms Adopted*	Number	Cumulative	0	0	2	4	6	6	6
Outputs: Increased land right formalization									
Urban parcels formalized*	Number	Cumulative	0			30,000	60,000	75,000	75,000
Number of Legal and Regulatory Framework or Preparatory Studies Completed*	Number	Cumulative	0	2	3	4	6	6	6
Stakeholders Trained*	Number	Cumulative	0	9	265	365	465	465	465
Number of Stakeholders Reached*	Number	Cumulative	0	165	5,165	45,165	85,165	120,165	120,165
Buildings Built or Rehabilitated*	Number	Cumulative	0		0	9	13	13	13
Equipment Purchased*	Millions of USD (2007)	Cumulative	0		0.95	5.49	5.57	5.66	5.66
Urban parcels mapped*	Number	Cumulative	0			50,000	70,000	85,000	85,000
Process Milestones:									
Legislative and regulatory commission report submitted	Date	Date	August 31, 2009						
Building provided for registry office	Date	Date	June 30, 2009						
Design for registry office completed	Date	Date	October 31, 2010						

* Common indicator

** New indicator



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Awareness and outreach campaign designed	Date	Date	January 31, 2010
Satellite imagery procured	Date	Date	June 30, 2010
Continually Operating Reference Stations (CORS) operational	Date	Date	December 31, 2010
Registry processes updated and operational	Date	Date	June 30, 2012

Peri-Urban Land Leasing Activity

Indicator	Units	Classification Type	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target
Objective 1: Increased herder household income									
Income of herder households on long-term lease land	USD	Level	4,650	4,650	TBD	TBD	TBD	5,330	5,330
Objective 2: Increased peri-urban herder productivity									
Herd mortality rate	%	Level	5.7	5.7	5.7	5.05	4.775	4.6	4.6
Liter of milk per cow (semi-intensive)	Liter	Level	260	260	260	655	852.5	967	967
Kg of mutton per sheep	Kg	Level	TBD		TBD	TBD	TBD	TBD	TBD
Kg of beef per cow	Kg	Level	TBD		TBD	TBD	TBD	TBD	TBD
Liter of milk per cow (intensive)	Liter	Level	260	260	260	1204	1676	1,950	1,950
Outcome: Optimize peri-urban rangeland carry capacity and range management									
Number of herder groups adopting carrying capacity for intensive farm	Number	Cumulative	0	0	0	23	35	45	45
Number of herder groups adopting recommended composition of species for intensive farm	Number	Cumulative	0	0	0	23	35	45	45
Number of herder groups adopting hay making or storing requirement /capacity for intensive farm	Number	Cumulative	0	0	0	23	35	45	45
Number of herder groups adopting carrying capacity for semi-intensive farm	Number	Cumulative	0	0	0	184	303	350	350
Number of herder groups adopting recommended composition of species for semi-intensive farm	Number	Cumulative	0	0	0	184	303	350	350
Number of herder groups adopting hay making or storing requirement /capacity for semi-intensive farm	Number	Cumulative	0	0	0	184	303	350	350



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Decreased land degradation**	Index	Cumulative			TBD				TBD
Number of Legal and Regulatory Reforms Adopted*	Number	Cumulative	0	0	0	1	1	1	1
Outputs:									
Leaseholds awarded	Number	Cumulative	0	0	0	270	420	420	420
Wells drilled on leaseholds	Number	Cumulative	0	0	0	270	420	420	420
Stakeholders Trained*	Number	Cumulative	0	200	400	700	1015	1015	1015
Number of Legal and Regulatory Framework or Preparatory Studies Completed*	Number	Cumulative	0	0	3	4	4	4	4
Number of Stakeholders Reached*	Number	Cumulative	0	7000	8000	10,000	10,000	10,000	10,000
Rural Hectares (Ha) mapped*	Thousand Ha	Cumulative	0	0	600	1,000	1,000	1,000	1,000
Rural Hectares (Ha) formalized*	Thousand Ha	Cumulative	0	0	0	250	300	300	300
Lease payment rate **	Percent	Level			0		80%	85%	85%
Process Milestones:									
Peri-Urban Rangeland Mapping Contractor GIS Database and Maps submitted to MCA	Date	Date	June 1, 2009						
Legislative and regulatory commission report submitted	Date	Date	April 1, 2009						
Proposals submitted by herder groups for leasing land (UB, Darkhan and Erdenet)	Date	Date	December 31, 2009						
Proposals submitted by herder groups for leasing land (Choibalsan and Kharkhorin)	Date	Date	December 31, 2010						
Selection conducted in Ulaanbaatar, Darkhan and Erdenet	Date	Date	December 30, 2010						
Selection conducted in Choibalsan and Kharkhorin	Date	Date	December 31, 2011						
Training of Herder Groups and Officials completed	Date	Date	September 1, 2013						
Peri-Urban Rangeland Mapping Contractor GIS Database and Maps submitted to MCA (Expansion sites)	Date	Date	December 30, 2010						
Fencing/shelter materials provided in UB, Darkhan and Erdenet	Date	Date	March 31, 2011						

* Common Indicator

** New Indicator



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Fencing/shelter materials provided in Choibalsan and Kharkhorin			December 31, 2011
Wells constructed in UB, Darkhan, Erdenet, Choibalsan and Kharkhorin	Date	Date	December 31, 2011

Vocational Education Project

Indicator	Units	Classification Type	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target
Objective 1: Increased income									
Annual salary (USD) ¹¹	USD 2007	Level	1237	1237	1237	1237	1262	1336	1336
Objective 2: Increased employment									
Rate of employment (%) ¹²	Percent	Level	71%	71%	71%	71%	72%	75%	75%
Outcome: Improved quality and relevancy of TVET system									
Non-governmental funding for vocational education	Percent	Level	1%	2%	5%	7%	11%	16%	16%
Legal, financial, and / or policy reforms adopted*	Number	Cumulative	0			TBD	TBD	TBD	TBD
Vocational school graduates in MCC-supported educational facilities*	Number	Cumulative				600	5,200	15,800	15,800
Number of students participating in MCC-supported education activities*	Number	Cumulative				33,000	41,000	50,000	50,000
Certified vocational education teachers	Percent	Level	0%	0%	0%	25%	60%	80%	80%
Number of instructors trained or certified through MCC-supported activities*	Number	Cumulative				500	1000	1500	1500
Educational facilities constructed / rehabilitated and / or equipped through MCC-supported activities*	Number	Cumulative				10	18	18	18
Outputs:									
Percent of active teachers receiving certification training	Percent	Level	0%	0%	0%	20%	70%	100%	100%
Number of practical training sites fully upgraded	Number	Cumulative				5	22	25	25

¹¹ targets are percent increase over Year 3 level

¹² targets are percent increase over Year 3 level



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Number of PPP agreements established**	Number	Cumulative			TDB	TDB	TDB	TDB	TDB
Increased public awareness and perception of TVET benefits**	Percentage	Level			TBD			TBD	TBD
Value of signed contracts (\$US) for MCC-supported educational facility construction / rehabilitation and/or equipping*	Thousands of USD (2007)	Cumulative			800	5,800	16,000	19,000	19,000
Percent of contracted construction / rehabilitation / equipping works disbursed *	Thousands of USD (2007)	Cumulative			640	4,600	12,800	15,200	15,200
Process Milestones:									
MOU signed with MECS and MSWL	Date		December 1, 2008						
NCVET established	Date		March 31, 2009						
TVET legislation passed	Date		February 1, 2009						
Labor Market Assessment completed	Date		March 1, 2010						
TORs finalized for creating new curricula and for establishing a media support center	Date		May 31, 2010						
Inspection and Assessment of equipment and infrastructure improvement needs completed	Date		July 1, 2010						
Public Outreach plan developed	Date		April 30, 2010						



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Health Project

Indicator	Units	Classification Type	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target
Objective Result: Reduced risk of premature death and disability from NCDs									
Prevalence of high salt intake	Percent	Level	TBD					TBD	TBD
Prevalence of high blood sugar	Percent	Level	TBD					TBD	TBD
Prevalence of hypertension	Percent	Level	TBD					TBD	TBD
National exposure to nicotine through smoking and second hand smoke	Percent	Level	TBD					TBD	TBD
Treatment of diabetes	Percent	Level	TBD					TBD	TBD
Treatment of hypertension	Percent	Level	TBD					TBD	TBD
Outcomes for stroke and heart attack (in targeted hospitals)	Percent	Level	TBD				TBD	TBD	TBD
Productive years of workforce	Percent	Level	57.36			TBD		TBD	TBD
Mortality due to road traffic injuries	Rate	Level	TBD			TBD	TBD	TBD	TBD
Outcome 1: Improved National and Local Response to NCDI									
Budget for NCD	Millions of MNT	Level	345.7					814.2	814.2
Local government units engaged in NCDI	Number	Cumulative	TBD		TBD				TBD
Outcome 2: Increased understanding of NCDI Prevention									
NCD prevention in schools	Percent	Level	38				70		70
Awareness of working population related to NCD prevention	Percent	Level	TBD					TBD	TBD
Outcome 3: Increased availability of sound NCDI services									
Treatment of diabetes	Percent	Level	TBD					TBD	TBD
Treatment of hypertension	Percent	Level	TBD					TBD	TBD
Early detection of cervical cancer – early diagnosis	Percent	Level	TBD			TBD	TBD	TBD	TBD
Early detection of cervical cancer by Pap test	Percent	Level	TBD			30	80	90	90
Sound services on NCD – PHC facilities	Percent	Level	TBD			TBD	TBD	TBD	TBD
Sound services on NCD – workplaces	Number	Level	TBD		TBD			TBD	TBD
Outputs:									



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Capacity of health staff	Number	Cumulative	179			4526	4705	5055	5055
Availability of specialized care after stroke and MI in UB	Number	Cumulative	0			5			5
Civil society mobilization	Thousand of USD (2007)	Level	0		800	2000	3000		3000
Process Milestones									
First wave of Facility-based Impact Study (FBIS) data collections conducted	Date		Aug 2010						
Recommendations on road safety interventions available	Date		April 2010						
National NCDI communication strategy revised and updated	Date		May 2010						
Curriculum for in-service and pre-service training completed	Date		Nov 2010						
Training of trainers for NCDI project activities completed	Date		April 2011						
Grants awarded	Date		June 2010, June 2011, October 2012						
RNA completed	Date		March 2010						
Training contract awarded	Date		Oct 2010						
IEC/BCC contract awarded	Date		Oct 2010						
NCD screening started	Date		June 2011						
Study Tour Activity Completed	Date		Dec 2008						
IC Contract awarded	Date		Jan 2009						



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NS Road Project

Indicator	Units	Classification Type	Baseline	Year 2	Year 3	Year 4	Year 5	End of Compact Target
Objective Result 1: More efficient transport for trade and access to services								
Vehicle operating cost saving	USD	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcomes								
Annual Average Daily Traffic	Number of Vehicle	Cumulative	625	625	625	625	1,782	1,782
Decreased International Roughness Index (IRI)	IRI unit	Level	11.0	--	--	--	2.0	2.0
Travel Time	Hour	Level	13 hours, 50 min	13hours, 50 min	13 hours, 50 min	13 hours, 50 min	8 hours, 20 min	8 hours, 20 min
Outputs:								
Kilometers (km) of roads under design*	Km	Cumulative	0	17	20	20	20	20
Value of signed contracts for feasibility, design, supervision and program mgmt contracts*	Millions of USD (2007)	Cumulative	0	5.0	5.0	5.0	5.0	5.0
Percent disbursed for contracted studies*	%	Cumulative	0	0	100	100	100	100
Value of signed contracts for road works*	Millions of USD (2007)	Cumulative	0	45	70.1	70.1	70.1	70.1
Percent of contracted roads works disbursed*	%	Cumulative	0	0	TBD	TBD	100	100
Kilometers (km) of roads under works contracts*	Km	Cumulative	0	176.4	197.3	197.3	197.3	197.3
Kilometers (km) of roads completed*	Km	Cumulative	0	0	TBD	TBD	197.3	197.3
Process Milestones								
Construction contract for Choir-Sainshand road signed	Date	Date	1 June,2010					
Supervision contract signed	Date	Date	1 June 2010					
ESIA approved for UB-Nalaik Road Segment	Date	Date	TBD					
Design Build Contract Signed for UB-Nalaik road segment	Date	Date	TBD					

Energy and Environmental Project



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Indicator	Units	Classification Type	Baseline	Year 2	Year 3	Year 4	Year 5	End of Compact Target
Objective Result 1: Increased wealth and productivity								
Household savings from decreased fuel cost	TBD	Level	TBD	TBD	TBD	TBD	TBD	TBD
Health costs from air pollution in Ulaanbaatar.	TBD	Level	TBD	TBD	TBD	TBD	TBD	TBD
Outcome 1: Decreased incidence of respiratory-related morbidity								
Admissions due to respiratory related morbidity	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Reduced PM concentration	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Outcome 2: Reduced fuel consumption								
Energy efficiency	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Raw coal consumption	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Fuel cost	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Outcome 3: Improved power quality								
Estimated power loss	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Outcome 4: Increase in capacity from cleaner power generation								
Capacity of wind power generation	Mega Watt	Level				25	25	25
Process Milestones								
Wind: Substation upgrade procured	Date	Date	TBD					
Wind: GoM establishes tariff increase plan	Date	Date	June 2012					
Wind: Wind farm and upgrades completed	Date	Date	June 2012					
Wind: Operation and maintenance plan(s) for Network Upgrade established	Date	Date	June 2012					
MCEEIF: Product testing and subsidy setting process adopted	Date	Date	September 2010					
MCEEIF: Issue RFP for MCEEIF Technical Consultant	Date	Date	TBD					
Public awareness campaign begun	Date	Date	September 2010					

ESA Team



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Indicator	Units	Classification Type	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Process Milestones								
ESOC Contract Start	Date	Date	October 31, 2008					
EA/EMP for Urban & Hashaa Project	Date	Date	November 30, 2010					
EA/EMP for Peri-Urban Project	Date	Date	March 31, 2010					
EA/EMP for TVET Project	Date	Date	December 31, 2009					
EA/EMP for Health Project	Date	Date	December 31, 2009					

M&E Team

Indicator	Units	Classification Type	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
Process Milestones								
Peri-Urban Evaluation Design Finalized for Erdenet, UB and Darkhan	Date	Date	March 31, 2010					
Health Evaluation Design Finalized	Date	Date	April 30 2010					
Peri-Urban Evaluation Design Finalized for Choir and Sainshand	Date	Date	September 30, 2010					
TVET Evaluation Design Finalized	Date	Date	May 30, 2010					
Special Khashaa Plot Survey contract awarded	Date	Date	August 30, 2010					
Peri-Urban Survey contract awarded	Date	Date	June 30, 2010					



C. Detailed Impact Evaluation Plan

The rationale for impact evaluation is to establish clear attribution for effect of the program activities compared to a counterfactual. Approaches envisioned for the impact evaluation of each Project or activities are described below. Each of these evaluation designs is preliminary and will be revised after the impact evaluation design reports developed by the contractors have been approved by MCC and MCA-M.

Project 1 –Property Rights Project, Property Registration

Key Question

How does the privatization and registration of ger area land through the Property Rights Project impact land investments, property values, access to credit, and ultimately, household income?

Key outcomes to be evaluated include a) ownership and registration status of household plots, b) cost and time to register, c) household income, d) land values, e) household access to credit and terms under which they receive credit, f) probability that land is bought and sold by facilitating land transactions, and g) number of households undertaking improvements to their land.

Methodology

The Property Rights Project was deemed a good candidate for a rigorous impact evaluation using randomized assignment. The current evaluation design groups hashaa plots into geographic clusters defined by kheseg heads. Some kheseg areas will be randomly selected to receive the privatization and registration assistance (the treatment group), while other kheseg areas will not receive the privatization and registration assistance at all or will receive the assistance later (the control group). The outcomes of the households in the treatment and control group will be compared to assess the impacts of the program. Random assignment will lead to the creation of two virtually identical groups at the baseline. The only difference between the two groups will be that the treatment group is offered the privatization and registration assistance, while the other group (the control group) is not. As a result, any changes observed between the two groups over time can be attributed to the privatization and registration assistance program.

There are two potential ways to conduct a randomized evaluation of the impacts.

1. If it is found that there are substantially more than 75,000 unregistered plots in total, then 75,000 plots can be randomly selected to receive treatment. The plots in excess of 75,000 can serve as a permanent control group.
2. If it is found that there are not a large number of unregistered hashaa plots over 75,000, it will not be possible to create a permanent control group. In this case, the timing of the rollout can be randomized and plots slated to receive the program in the later years can serve as the control group.

Preliminary data suggests there will only be approximately 45,000 eligible unregistered plots in the areas the site selection company assesses. However, until the overlay work is completed, it is not certain how many plots are available. In order to account for the uncertainty in the number



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of plots to register, we plan to initially create a permanent control group. Once the number of plots is known and if the number determined to be too small to allow for a permanent control group, we would randomly select control plots until the 75,000 target is met. This maximizes the period of time for which we have a control group and preserves the possibility of keeping some fraction of the original controls permanently.

M&E is also interested in implementing a stratified randomization. This involves stratifying kheseeg areas by the share of hashaa plots that are already fully registered or the share that are already fully privatized. Within each strata, a certain number of kheseeg areas will be randomly assigned to be in the treatment group. The stratified randomization insures that the treatment and control groups are balanced along important dimensions, and avoids the scenario in which simple randomization happens to divide the sample up into treatment and control groups that are very different in their progress towards registration.

Because there are cost-savings associated with registering large sections of plots at the same time, randomization at the kheseeg level (or the bag level in aimag centers) is recommended. This informal group is united by a kheseeg leader, who may be helpful for outreach to households. In addition, randomization at a smaller level than khoroos is recommended to increase the statistical power of the impact evaluation.

The Property Rights Project also entails changes to the legal and regulatory structure of the registration of land ownership, office upgrades, and improvements to the registration system. Because these changes are expected to affect both treatment and control groups, the evaluation design specified above would not capture these impacts. Assuming the baseline happens before the reforms are carried out, a pre-post comparison will be carried out to In order to measure the impact of these aggregate changes, and in particular to examine the cost and time to register and the number of plots registered.

The key sources of data in this analysis will come from the Special Hashaa Plots Survey (SHPS). The first round of the SHPS (the baseline) will occur before the registration contractor begins work in treatment areas. The household-level surveys will include questions on demographic characteristics of household members (age, education, race, religion), employment and income, land tenure and transactions, total wealth and its components, borrowing behavior including sources of credit, size of loans terms of credit, the use of collateral, and the cost and time to register. The key plot-level variables include ownership status, property value, specific measures of investments to land, specific measures of investment in housing, plots size, and distance to amenities.

If possible, it will also be useful to supplement this data with aggregate institutional data. M&E is currently working on securing cooperation from banks to gather aggregate statistics on lending activity in ger areas. Data on land registration and transactions from the State Registry, as well as data on property values of hashaa plots from newspaper listings and real estate companies may be examined as well.

Project 2 –Property Rights Project, Peri-Urban Rangeland Management



Key Question

How does the securing of long-term land use rights and provision of infrastructure and training through the Peri-Urban Rangeland Management Project impact livestock herding efficiency and productivity in the peri-urban area?

Key outcomes to be evaluated include a) herder household income, b) herd mortality rate, c) herd productivity, as measured, for example, by liters of milk per dairy cow, d) livestock and rangeland management practices, such as use of rangeland within its carrying capacity, e) investments in rangeland, capital, and technology for future business activity, and f) land quality as measured, for example, by grass yield and vegetation composition.

Methodology

While the evaluation design has not yet been finalized, the current recommended evaluation design utilizes a two stage partially randomized selection process to determine which herder groups will receive the 300 leasing slots that are available for the project.

In the first stage of the current design, all herder groups located in areas deemed fit for the project were allowed to submit applications for the available slots. These applications were scored by local selection committees, according to a set of predefined social criteria, and some of the herders were short-listed. In the second round of selection, the short-listed applicants will prepare a business plan that will in turn be evaluated and scored by an independent consultant. The top 90 groups whose business plans receive the highest score will automatically be assigned slots in the leasing program. Most of the remaining 210 slots will be randomly assigned to the short-listed candidates.¹³ Some candidates will be randomly selected to receive a leasing slot (the treatment group) while other candidates will not (the control group). Because random assignment leads to the creation of two virtually identical groups at the baseline, the only difference will be that the treatment group is offered the lease and associated project assistance while the other group (the control group) is not. As a result, any changes observed between the two groups over time can be attributed to the leasing program.

The key sources of data in this analysis will come from the Peri-Urban Rangeland Leasing Survey, which consists of three separate questionnaires to be administered to: 1) lease candidates – both control and treatment; 2) neighboring households located on land directly contiguous to plots occupied by lease candidates; and 3) soum governors. The first component is designed to measure the direct impact of the project on herder group households. The second component will measure potential spillovers on neighboring households, and the third component will track soum level outcomes. The lease candidate and neighbor questionnaires will collect data on the characteristics and economic activity of herder households, herd and rangeland management practices, characteristics of the pastureland plot, conflict and cooperation with neighbors, tenure rights and perceptions, and future plans for business activity. The soum governor questionnaire will collect data on soum-level land disputes, in- and out-migration, land tenure rights, and overall agricultural activity.

A separate data collection will be undertaken to measure the impact of the project on land quality

¹³ A few slots may be reserved for leases on a small number of currently unoccupied plots.



outcomes such as changes to grass yield and vegetation composition. Further land quality measures, such as those related to deforestation, may also be considered for evaluation.

Project 3 –TVET Project

Key Question

How do the activities of the TVET project, and, in particular, the competency-based training and complementary equipment upgrades in vocational education schools impact the overall quality of TVET schools as well as the skill-level, productivity, employment, and income of TVET graduates?

The key outcomes to be evaluated include a) graduates' employment status and regularity of employment, b) graduates' job type and industry, c) graduates' wage rates and household income, and d) graduates' technical skill level and general knowledge. In addition, school-level outcomes will be evaluated including a) application, enrollment, and graduation rates, b) teacher to student ratios, c) equipment availability, and d) provision of employment and career guidance services.

Methodology

While an exact evaluation design has not yet been determined, in general, the evaluation will compare students and schools that have received the benefits of the project to similar groups that do not receive these benefits. The main challenge, however, is constructing reasonably similar groups that can be compared to each other given the small number of schools which will be receiving the equipment upgrades. The approach currently being considered incorporates several levels of comparison.

The first level of comparison requires creating pairs or groups of schools whose characteristics (e.g. capacity, teacher ability and motivation, infrastructural endowments, etc.) are fairly similar to control for differences at the school level. The recommended method for achieving this would require the random assignment of project benefits to a proportion of eligible schools.

The second level of comparison takes place at the student level and requires random assignment of school admissions. This component takes advantage of the fact that there are a number of TVET schools that receive far more applications than they can accommodate. This oversubscription allows us to create comparable sets of students who attend the school and who do not by randomly assigning applicants to receive positions in the schools. Working closely with the recruited schools, we will first eliminate students not qualified for the TVET programs. The remaining qualified students will then enter a lottery in which students are randomly selected to fill the available positions in the school.

Three separate data collection tools would be used for this evaluation – one for school level outcomes and two more for individual level outcomes.

School Outcomes – A series of baseline and follow up surveys would be administered to all schools that are selected to receive the benefits of the program as well as to all comparison



schools that do not receive benefits but participate in the evaluation. These surveys would be annual or semi-annual and will gather information on school characteristics.

Student Outcomes – We will also collect individual level student data on applicants to the TVET schools for several years. We plan to work with the respective TVET schools to utilize information from the applications themselves and to collect additional information from the students themselves. For each cohort, we will collect several rounds of follow-up data in order to gauge both the intermediate outcomes such as whether students graduate and long-term outcomes including employment and earnings.

Project 4 –Health Project

Treatment group: NCDI health facilities (Family Clinics, District Health Centres, Soum hospitals, Inter-soum Hospitals, Aimag Outpatient Units, Feldsher stations).

Comparison group: Improvements in NCDI facilities (services, activities, trained staff, equipment and supplies including provider and client materials) will be compared among those receiving assistance in year two (baseline), year three and year four of received assistance.

Selection Method: Stratified random sample of those facilities receiving assistance in year 2, end of 3 and 5.

Baseline data collection: Baseline data will be collected on stratified random sample of facilities in 2010

Interim data collection: Facility-based Impact Study end of 2011/ beginning of 2012.

Final data collection: Facility-based Impact Study year 2013.

Methodology:

The key impact indicators for the project overall are (i) increased productive years of the workforce and increased life-expectancy, (ii) mortality due to traffic road injuries¹⁷, (iii) the rate of treated diabetes and (iv) the rate of treated hypertension that represent relevant parts of the comprehensive health project. The impact evaluation of the Health Project seeks to measure the impact in the near term of MCA health assistance and determine if there is a difference in prevention, screening and treatment of NCDIs in assisted facilities. Over the long term, these changes are expected to lead to increased productive years of the labor force and by this will contribute to poverty reduction through economic growth. These long-term results (within 20 years) are consistent with the experience, of similar health projects like the North Karelia Project and will require that the time-frame for the key impact indicator ‘Increased productive years of work force’ will be 20 years to see changes of substantial magnitude instead of the project time-frame of five years. The three other key impact indicators are expected to have more noticeable changes evaluated within the project’s time-frame of five years.



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The impact of the health project is difficult to measure in terms of a causal relationship between project and impact in the short run. As the target-group of the health project enfold 95 % of the population a control-group is difficult to define in general (e.g. in terms of sample-size) and would raise ethical concerns; only single parts of the activities may in the further development of evaluation strategies for all interventions of the health project use control groups. Therefore the measurement of the impact has to focus on a pre-post measurement and comparison before, mid-term and after the project and will be mainly oriented on the improvements of health facilities (and citizen response) to provide access to prevention, early detection and treatment of NCDs. It will therefore also examine and measure outside factors that could serve as alternative explanations for changes in outcomes. Therefore an Impact Study based on the health facilities will be conducted using a comparison before, mid-term and after the project.

The Facility Based Impact Study (FBIS) will be conducted nationwide among about 200 health facilities and approximately 1100 general practitioners, nurses and bag feldshers and NCD coordinators and health managers. The FBIS will be conducted as a baseline 2010, as a mid-term evaluation end of 2011 and for the final data collection in 2013. The Study will be structured by four different segments of data-collection: data collection based on the review of available data and statistics from DOH, self-administered questionnaires for different target-groups in the health facilities (doctors, nurses, bag-feldshers, NCD coordinators, managers); focus-group discussion investigating the practice in Family clinics and soum-, inter-soum hospitals and of bag-feldshers' posts and qualitative interviews with NCD coordinators and managers. The questionnaire will measure the availability, quantity and quality of prevention, screening and treatment services related to NCDs as kind of provided prevention, health education and promotion, screening, counseling, treatment, first aid, emergency, referral system and clinical pathways, equipment, drugs, qualifications and trainings of staff, cooperation and coordination activities with other institutions and NGOs, related to CVD, hypertension, diabetes type II, cervical cancer and breast cancer and related risk factors.

The FBIS will be supplemented by an evaluation of the structural and population-based improvements of prevention and early detection, described in the detailed M&E Plan for the health project. These will build on (I) Improved National and Local Response to NCDI, which will include impact measurements of structural improvements for NCDI prevention, (II) Increased understanding of NCDI, which will focus on gained knowledge, attitudes and practice for prevention and early detection of NCD within the target-groups and (III) Increased availability of sound NCDI services which will measure the increase in availability and quality of screening and early detection procedures, capacities and services.

Single impacts of parts of the project e.g. the traffic injuries related parts may be measured by comparisons with control groups. The Traffic Study in particular could identify differences of areas where interventions took place and areas not receiving interventions.

The following summary of evaluation strategies shows an overview of the evaluation strategies for the health project. Details are described in the detailed M&E plan for the project.

TABLE: Health Project Summary of Strategies, Comparison Groups and Variables of Interest

Project Activity Area:	Proposed Methodology	Beneficiary	Comparison Group(s)	Variables of Interest
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Availability of sound services	Before, Mid-term and After Comparison	Health Facilities after project	Health Facility before project	Facility-level: e.g. - Availability, quality and quantity of treatment for diabetes and hypertension - Availability, quality and quantity of prevention and health education services - Availability, quality and quantity of screening services - Availability, quality and quantity of improved emergency care - Availability, quality and quantity of equipment, drugs, supplies, trained staff
Understanding NCD	Before, Mid-term and After Comparison	Population after project	Population before project	Population-level: e.g. - Knowledge, awareness, attitude, practice of prevention of NCDs: Hypertension, Diabetes type II, CVDs, Breast and Cervical Cancer, TIs - Number of people in NCD high risk groups - Number of served users in workplaces - Number of served school-children
Improved local and national responses	Before, Mid-term and After Comparison Before and After Comparison	Structural national and local responses after project	Structural local responses before project	Local and national responses: e.g. - Budget on NCDs Number of NGOs involved in prevention activities - Number of community grants given - Number of jurisdictions with responses to Traffic injuries



D. Summary of Indicator and Target Changes

Rail Project Indicators

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Increase in Mongolia GDP due to rail improvements
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Freight Turnover
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Mine traffic
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Percent of wagons leased
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Customer satisfaction
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
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Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Customer satisfaction
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Railway operating ratio
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Wagon time to destination
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Average locomotive availability (%)
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Average locomotive availability (%)
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Locomotives leased
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the



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	Rail Project were deleted and are no longer in MCA-M ITT.
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Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Wagons leased
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Maintenance equipment leased
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Signaling and Communications system leased
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Leasing company (LeaseCo) established
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Completion of UBTZ Financial Accounting Report
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency



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Activity	
Indicator	Completion of all UBTZ technical training
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase rail traffic and shipping efficiency
Activity	
Indicator	Operating company (OpCo) contract signed
Modification	Deletion of the indicator
Justification	Due to the cancellation of the Rail Project, the indicators related to the Rail Project were deleted and are no longer in MCA-M ITT.

Property Rights Project (Privatization of Ger Area Land Plots Activity)

Indicator Modification Form	
Date	March 2010
Project Objective	Increase the capitalization of land assets
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Immovable property value of hasha plots in UB
Modification	Change in Frequency
Justification	Data collections will be conducted in Year 2 and Year 5 according to new M&E Plan.

Indicator Modification Form	
Date	March 2010
Project Objective	Increase the capitalization of land assets
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Immovable property value of hasha plots outside UB
Modification	Change in Frequency
Justification	Data collections will be conducted in Year 2 and Year 5 according to new M&E Plan.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased efficiency of land registration
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Time to register land (days)
Modification	Addition of new indicator
Justification	This outcome level indicator has been added to provide a clear achievement on reduced time to register land and reduced bureaucracy of land registration process.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased efficiency of land registration
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Monetary cost to register land (USD)



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Modification	Addition of new indicator
Justification	This outcome level indicator has been added to provide a clear achievement on reduced bureaucracy of land registration process in terms of financial cost.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased efficiency of land registration
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Number of Legal and Regulatory Reforms Adopted
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an outcome indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Increased land right formalization
Modification	Replacement of indicator
Justification	This indicator was replaced by the common indicator “Urban parcels formalized” due to the same context and purpose.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Number of Legal and Regulatory Framework or Preparatory Studies Completed
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Stakeholders Trained
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Number of Stakeholders Reached
Modification	Addition of common indicator



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Justification	This is a common indicator and going to be tracked as an output indicator.
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Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Buildings Built or Rehabilitated
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Equipment Purchased
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased land right formalization
Activity	Privatization of Ger Area Land Plots Activity
Indicator	Urban parcels mapped
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Property Rights Project (Peri-Urban Land Leasing Activity)

Indicator Modification Form	
Date	March 2010
Project Objective	Increased herder household income
Activity	Peri-Urban Land Leasing Activity
Indicator	Income of herder households on long-term lease land
Modification	Change in frequency
Justification	Data collections will be conducted in Year 2 and Year 5 according to new M&E Plan.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased peri-urban herder productivity
Activity	Peri-Urban Land Leasing Activity
Indicator	Herd mortality rate
Modification	Change in target
Justification	The target in Year 5 has been modified from 4.5% to 4.6%, reflecting



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	the updated ERR and delay in project implementation.
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Indicator Modification Form	
Date	March 2010
Project Objective	Increased peri-urban herder productivity
Activity	Peri-Urban Land Leasing Activity
Indicator	Liter of milk per cow (semi-intensive)
Modification	Change in target
Justification	The target in Year 5 has been modified from 1,050 to 967, reflecting the updated ERR and delay in project implementation.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased peri-urban herder productivity
Activity	Peri-Urban Land Leasing Activity
Indicator	Kg of mutton per sheep
Modification	Addition of new indicator
Justification	This objective level indicator has been added to provide an achievement on meat (mutton) production in semi-intensive farming.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased peri-urban herder productivity
Activity	Peri-Urban Land Leasing Activity
Indicator	Kg of beef per cattle
Modification	Addition of new indicator
Justification	This objective level indicator has been added to provide an achievement on meat (beef) production in semi-intensive farming.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Number of herder groups adopting intensive farm management techniques
Modification	Retirement of indicator and addition of three split indicators and target change
Justification	This outcome level indicator has been retired, and three separate indicators, 1) Number of herder groups adopting carrying capacity for intensive farm, 2) Number of herder groups adopting recommended composition of species for intensive farm and 3) Number of herder groups adopting hay making requirement /capacity for intensive farm have been added to provide specifics of the intensive farming adoption achievement. Due to expanded activity, the target in Year 5 has been expended from 40 to 46.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Number of herder groups adopting semi-intensive farm management techniques



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Modification	Retirement of indicator and addition of three split indicators and target change
Justification	This outcome level indicator has been retired, and three separate indicators, 1) Number of herder groups having 62.5 sheep unit livestock per 100 ha (+/- range TBD), 2) Number of herder groups having species with 4.4% (24) horse, 8.8% (48) cattle, 48.6% (264) sheep and 38.1% (207) goat (+/- range TBD) and 3) Number of herder groups having hay stored at beginning of winter season is at least 30 days of dairy herd requirement have been added to provide specifics of the intensive farming adoption achievement. Due to expanded activity, the target in Year 5 has been expended from 260 to 419.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Decreased land degradation
Modification	Addition of new indicator
Justification	This outcome level indicator has been added to provide an achievement measure on decreased land degradation in Peri-Urban project area.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Number of Legal and Regulatory Reforms Adopted
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an outcome indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Leaseholds awarded
Modification	Change in frequency and target
Justification	Data collections will be conducted in Year 2 and Year 3 according to new M&E Plan. Due to expanded activity, the target in Year 5 has been expanded from 300 to 420.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Wells drilled on leaseholds
Modification	Change in target
Justification	Due to expanded activity, the target in Year 5 has been expanded from 300 to 420.

Indicator Modification Form	
Date	March 2010



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Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Training to leaseholders – intensive and semi-intensive farming
Modification	Replacement of indicator
Justification	This indicator was replaced by the common indicator “Stakeholders Trained” due to the same context and purpose. The targets for the project years have been determined.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Training to local officials
Modification	Retirement and replacement of indicator
Justification	This indicator was replaced by the common indicator “Stakeholders Trained” due to the same context and purpose. The previous target for the indicator was added to common indicator target.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Number of Legal and Regulatory Framework or Preparatory Studies Completed
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Number of Stakeholders Reached
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Rural Hectares (Ha) mapped
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management



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Activity	Peri-Urban Land Leasing Activity
Indicator	Rural Hectares (Ha) formalized
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Optimize peri-urban rangeland carry capacity and range management
Activity	Peri-Urban Land Leasing Activity
Indicator	Repayment Rate by the leaseholder
Modification	Addition of new indicator
Justification	This outcome level indicator has been added to monitor the repayment rate by the leaseholders of Peri-Urban project.

TVET Project

Indicator Modification Form	
Date	March 2010
Project Objective	Increased income
Activity	
Indicator	Annual salary
Modification	Change in frequency and target
Justification	Data collections will be conducted in Year 2 and Year 5 according to new M&E Plan. In addition, due to expanded activity, the target in Year 5 has been extended from 1299 to 1336.

Indicator Modification Form	
Date	March 2010
Project Objective	Increased employment
Activity	
Indicator	Rate of employment
Modification	Change in frequency and target
Justification	Data collections will be conducted in Year 2 and Year 5 according to new M&E Plan. In addition, due to expanded activity, the target in Year 5 has been extended from 73% to 75%.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Non-governmental funding for vocational education
Modification	Change in target
Justification	Due to expanded activity, the target in Year 5 has been extended from +12% to 16%.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Legal, financial, and / or policy reforms adopted



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Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an outcome indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Number of students participating in MCC-supported education activities
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an outcome indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Number of instructors trained or certified through MCC-supported activities
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an outcome indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Educational facilities constructed / rehabilitated and / or equipped through MCC-supported activities
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an outcome indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Number of practical training sites upgraded
Modification	Addition of new indicator
Justification	As an expansion of the TVET project, activity related to improvement and upgrading of the practical training sites was added. Therefore, this output level indicator has been added to monitor a number of practical training sites that receive upgrades by TVET project.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	



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Indicator	Number of PPP agreements established
Modification	Addition of new indicator
Justification	In order to track result of the PPP activities, this output level indicator has been added.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Increased public awareness and perception of TVET benefits
Modification	Addition of new indicator
Justification	One of the substantial interventions that is planned to be implemented by the TVET project is public outreach among TVET stakeholders and beneficiaries to raise the perception of the TVET sector. Therefore, this output level indicator has been added to monitor a number of PPP agreements established.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Value of signed contracts (\$US) for MCC-supported educational facility construction / rehabilitation and/or equipping
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Indicator Modification Form	
Date	March 2010
Project Objective	Improved quality and relevancy of TVET system
Activity	
Indicator	Percent of contracted construction / rehabilitation / equipping works disbursed
Modification	Addition of common indicator
Justification	This is a common indicator and going to be tracked as an output indicator.

Health Project

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention activity
Indicator	Prevalence of high salt intake
Modification	Addition of new indicator
Justification	This objective level indicator has been added in order to evaluate performance of activities targeting NCDI primary risk factors.

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention activity



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Indicator	Prevalence of high blood sugar
Modification	Addition of new indicator
Justification	This objective level indicator has been added in order to evaluate performance of activities targeting NCDI primary risk factors.

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention activity
Indicator	Diabetes and hypertension controlled
Modification	Retirement of indicator and addition of several split indicators
Justification	This objective level indicator has been divided into following several indicators in order to clear distinguish specific targets and activities: <ol style="list-style-type: none"> 1. Prevalence of hypertension 2. Treatment of diabetes 3. Treatment of hypertension

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention activity
Indicator	National exposure to nicotine through smoking and second hand smoke
Modification	Addition of new indicator
Justification	This objective level indicator has been added in order to evaluate performance of activities targeting NCDI primary risk factors

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI case management activity
Indicator	Outcomes for stroke and heart attack (in targeted hospitals)
Modification	Addition of new indicator
Justification	This objective level indicator has been added in relation to expansion of health project

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention activity
Indicator	Cervical cancer prevention
Modification	Retirement of indicator
Justification	This objective level indicator has been removed

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention/early detection/case management
Indicator	Productive years of workforce
Modification	Addition of new indicator
Justification	This objective level indicator has been added in order evaluate overall project performance



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Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention
Indicator	Mortality due to road traffic injuries
Modification	Addition of new indicator
Justification	This objective level indicator has been added in order evaluate project performance on traffic related injury prevention

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI capacity building
Indicator	Budget for NCD
Modification	Addition of new indicator
Justification	This outcome level indicator has been added in order evaluate achievements on NCDI prevention and project implication in policy making level

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI capacity building
Indicator	Local government units engaged in NCDI
Modification	Addition of new indicator
Justification	This outcome level indicator has been added in order to show project performance on community involvement on NCDI prevention issues

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI early detection
Indicator	Percent of cancer cases diagnosed in early stage
Modification	Change in indicator title
Justification	The title of this outcome level indicator has been changed to “early detection of cervical cancer”

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI early detection
Indicator	Percent of those with known diagnosis of hypertension/diabetes out of all actual cases in adult population
Modification	Change in title and separation in to two indicators
Justification	The title of this outcome level indicator has been changed and the indicator divided in to two indicators: 1. Treatment of diabetes 2. Treatment of hypertension

Indicator Modification Form	
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Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI early detection
Indicator	Screened for breast and cervical cancer
Modification	Change in title and definition
Justification	The title of this outcome level indicator has been changed to “early detection of cervical cancer”; defined as “Percent of Mongolian women aged 30 – 60 who have ever been examined through VIA or Pap for cervical cancer”

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI early detection/case management
Indicator	Counseling for diabetes and hypertension
Modification	Change in title, separation in to two indicators and target extension
Justification	The title of this outcome level indicator has been changed and the indicator divided in to two indicators: <ol style="list-style-type: none"> 1. Sound services on NCD (PHC facilities) 2. Sound services on NCD (workplace) Targets extended from counseling for diabetes/hypertension to the NCDI service package

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention
Indicator	NCD prevention at schools
Modification	Addition of new indicator
Justification	This outcome level indicator has been added in order to show project performance on IEC/BCC activities

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI prevention
Indicator	Awareness of working population related to NCD prevention
Modification	Addition of new indicator
Justification	This outcome level indicator has been added in order to show project performance on IEC/BCC activities

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI capacity building
Indicator	Capacity of health staff
Modification	Addition of new indicator
Justification	This output level indicator has been added in order to show project achievements on training/capacity building activities

Indicator Modification Form	
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Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI case management
Indicator	Availability of specialized care after stroke and MI in UB
Modification	Addition of new indicator
Justification	This output level indicator has been added in relation with the expansion of health project (stroke/MI component)

Indicator Modification Form	
Date	March 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI capacity building
Indicator	Civil society mobilization
Modification	Addition of new indicator
Justification	This output level indicator has been added in order to evaluate achievements in community mobilization, inter-sectoral cooperation and competitive small grants program

Indicator Modification Form	
Date	May 2010
Project Objective	Reduced risk of premature death and disability from NCDIs
Activity	NCDI early detection
Indicator	Early detection of cervical cancer
Modification	Change in definition
Justification	The definition of this outcome level indicator has been changed to “Percent of Mongolian women aged 30 – 39 who have ever been examined through PAP for cervical cancer”. These changes occurred due to changes in cervical cancer screening strategy